

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2022

TUESDAY, MAY 18, 2021

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC..

The committee met at 10 a.m. in room SH-216, Hart Senate Office Building, Hon. Jon Tester, (chairman) presiding.

Present: Senators Tester, Durbin, Feinstein, Schatz, Baldwin, Shaheen, Shelby, Collins, Murkowski, Moran, Hoeven, and Boozman.

DEPARTMENT OF DEFENSE

NATIONAL GUARD RESERVE

OPENING STATEMENT OF SENATOR JON TESTER

Senator TESTER. I want to call this committee hearing to order.

I want to thank our witnesses today. We have General David Bellon of the Marine Corps Reserve. We have Lieutenant General Jody Daniels of the Army Reserve. We have General Daniel Hokanson of the National Guard Bureau. We have Admiral Mustin of the Navy Reserve, and we have Lieutenant General Scobee, Chief of the Air Force Reserve.

Thank you all for being here and we look forward to your testimony.

Before I get started on my prepared statement, I want to say when you guys are up to bat, there are five of you, try to hold it to 5 minutes. Your entire written statement will be a part of the record.

I would just say this. Americans owe the National Guard and Reserve a debt of gratitude for your response to the COVID-19 pandemic. Nearly 60,000 National Guard and Reserve service members answered the call of duty. These were historic record-breaking mobilizations, and I want to personally say thank you to you and the dedicated men and women under your command as well as their families.

The pandemic has impacted all Americans. We all know how it has disrupted our families and our careers with so many jobs lost and questions about how to pay the bills.

Nearly 800,000 members of the Guard and Reserve have been through the same, plus deployments, both domestically and abroad. That places further strain on families and civilian employment.

Senators are reminded of these sacrifices every day when we come to work because one of those deployments is right here in our Nation's Capital.

This subcommittee wants to make sure that we're doing right by all Americans that serve in uniform. That means supporting them with pay and benefits that they have earned, making sure they are properly trained for their missions, providing for their mental and physical health, and ensuring that they have the equipment that they need when they're mobilized.

When the President's 2022 budget arrives in the coming weeks, one of my first questions will be what it means for the well-being of our Reserve components on all those fronts and more.

I look forward to continuing our engagement with each one of the witnesses here today after the budget is provided to Congress. We want to know how that budget will support your priorities for the coming year, but as for today, I look forward to your testimony on the state of each of the Reserve components, what challenges you are facing, and how this subcommittee can help.

With that, I'll turn it to Senator Shelby.

STATEMENT OF SENATOR RICHARD C. SHELBY

Senator SHELBY. Thank you, Mr. Chairman.

I want to welcome all of our witnesses today. Our National Guard and Reserve perform a vast and critical role in our national defense. They're called to respond to national disasters, homeland security threats, and overseas contingencies are constant.

Their unwavering commitment has been particularly evident over the last year as thousands have been deployed at unprecedented rates to provide medical care and administer vaccines during the COVID-19 pandemic.

On behalf of my colleagues, I want to thank all of you, the men and women who carry these tasks out.

I want to also at this point as near-peer competitors, as we realize, are modernizing and developing their military capabilities at alarming rates, we want to ensure your departments receive the necessary resources to remain a ready and lethal force.

I recognize that we will not receive the budget until May 27. As a result, our conversations about specific funding items may be limited, but I also look forward to hearing from each of you about the ongoing efforts to sufficiently recruit, to train, and equip our Reserve forces, especially in light of setbacks due to the pandemic.

Mr. Chairman, I thank you for calling this hearing today.

Senator TESTER. Thank you, Senator Shelby.

And we will start with Lieutenant General David G. Bellon, Commander of the U.S. Marine Corps Reserve.

STATEMENT OF LIEUTENANT GENERAL DAVID G. BELLON, COMMANDER, U.S. MARINE CORPS RESERVE

General BELLON. Chairman Tester, Ranking Member Shelby, and Distinguished Members of the Subcommittee, thank you for the opportunity to appear before you today and testify on behalf of the Commandant of the Marine Corps about your Marine Corps Reserve.

I'm honored to appear with my fellow Reserve component service chiefs and my senior enlisted advisors, Four Star Major Carlos Ruiz, who sits behind me, and Force Command Master Chief Cary Wesser.

The mission of the Marine Corps Reserve is to augment, reinforce, and sustain the Active component. We have Reserve forces forward deployed alongside and integrated with our Active counterparts, supporting numerous combatant commander requirements on a daily basis.

Over the past year, more than a thousand Reserve Marines and sailors activated and deployed to support 20 operational requirements across six geographic combatant commands.

Despite the ongoing global pandemic, the Marine Corps Reserve has continued to train, equip, and prepare for the next fight.

I want to thank each of the members for your support to the Marine Corps' Force Design Initiative over the past year. While this has necessitated the closure of our Reserve Tank Units and Bridging Companies, we could not have begun our transition to a more nimble and lethal force without your assistance.

I want to thank my fellow service chiefs, particularly the National Guard, for their support. They have been true partners by providing great options to our Reserve Marines who elected to transition to the National Guard in lieu of continuing their service as a Marine outside the immediate region.

I would also like to acknowledge Admiral Mustin and the Navy Reserve for committing to explore new ways to integrate our Navy and Marine Corps Reserve Team to ensure we are best postured for the future fight.

Despite the tremendous pressures and obstacles that COVID-19 has presented, I'm pleased to inform you that the morale in your Marine Corps Reserve remains high as evidenced by the Reserve component end strength of 99 percent of our total requirement.

Not only are we attracting new Marines but they are also committing to service beyond their contractual obligations. On any drill weekend, an average of 25 percent of the Marines standing in formation are not contractually obligated to be there.

Every month these Marines have a decision to make and they choose to continue to serve and lead their fellow Marines and sailors. I'm always impressed by the professionalism, competence, dedication to duty, and motivation of our Reserve Marines. The way they balance family responsibilities, civilian careers, and school with their military service is nothing short of extraordinary.

Like their Active Duty brothers and sisters, they serve selflessly to protect our great Nation and they continue to answer their irrational call to serve.

As Secretary Austin highlighted, our most critical asset is our people. The Marine Corps Reserve must promote and retain the very best Marines and sailors, regardless of race, gender, ethnicity, or background.

Through the diversity of thought and action, we can find more resourceful and innovative solutions to the increasingly complex problems presented from great power competition.

We are actively developing new initiatives and strategies to help achieve a more diverse and ultimately a more talented Marine

Corps Reserve. We will need all Marines and sailors to contribute to solving the issues we will face and to ultimately win the next fight.

I want to thank this subcommittee for your continued support to the National Guard and Reserve equipment appropriation.

As you may recall, last year I requested your support for my effort to use NGREA (National Guard and Reserve Equipment Appropriation) funds to remedy the deficiencies of individual combat clothing and equipment within the Marine Corps Reserve. As ICCE (Iceland Command Control Enhancement) becomes more expensive in the future, a more flexible NGREA is a key tool Congress can employ to help protect our warfighters.

In closing, I want to extend my gratitude for your ongoing efforts to provide timely appropriations each year. This has a direct impact on your Reserve Marines and sailors and their limited number of training days.

Your continued support will help to ensure the Marine Corps Reserve will have predictable and uninterrupted training schedules to maximize personnel, material, and training readiness.

I appreciate the opportunity to be here today and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL DAVID G. BELLON

Chairman Tester, Vice Chairman Shelby, and distinguished members of the Subcommittee, it is my privilege to appear before you and provide an overview on the current state of the Marine Corps Reserve.

The Marine Corps Reserve, as part of the Total Force Marine Corps, stands ready to provide forces for employment across the full spectrum of crisis and global engagement. This past year has brought many challenges with the global pandemic but your Marine Corps Reserve continues to be engaged around the world in theater security cooperation activities, serving side-by-side with our Active Component on a wide array of operations, and making tremendous contributions in support of every Combatant Commander. While the Marine Corps Reserve is supporting current Service and Combatant Command requirements, we are also participating in the Service's efforts to redesign our force and our warfighting capabilities to deter against pacing threats as prescribed by the National Defense Strategy.

I am deeply impressed by the professionalism, competence, and dedication of our Reserve Marines and Sailors. Like their Active Component counterparts, they serve selflessly to protect our great nation. I am inspired by the way they balance family responsibilities, civilian careers, and military service. They do so with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines from every generation. Without a doubt, the success of the Marine Corps hinges on the dedication and selflessness of our Reserve Marines.

A TOTAL FORCE

Throughout the past year, the Marine Corps Reserve continued global deployments in support of Combatant Commander requirements despite the unprecedented challenges presented by COVID-19. The Marine Corps Reserve provided Combatant Commanders with forces focused on combat operations, crisis prevention, crisis response, and theater security cooperation. In addition to the Marines already activated and deployed, 2020 saw another 1,044 Reserve Marines mobilized to support 20 operational requirements across six geographic Combatant Commands. The Marine Corps Reserve continues to meet the increased demand for use as an Operational Reserve; however, this remains a challenge to our readiness and ability meet strategic requirements.

In 2021, the Marine Corps Reserve is slated to support the Combatant Commanders by mobilizing in excess of 966 Reservists supporting 28 formations. These operations greatly increase the Reserve Component's interoperability with the Active Component, Joint forces, our allies, and coalition partners. I anticipate that we

will continue to deploy across the globe and integrate with the Active Component in support of high-priority Combatant Commander requirements for the foreseeable future.

In addition to supporting Combatant Commanders, the Marine Corps Reserve provided direct support to the Marine Corps' accession requirements by responding to emerging COVID-19 requirements. The Marine Corps Reserve activated more than 500 Marines and Sailors to augment and reinforce the Marine Corps Recruit Depots at Parris Island and San Diego. These Marines ensured the recruits awaiting training maintained proper quarantine protocols, enabling assimilation into training platoons with minimal risk of a COVID-19 outbreak during training. As a result of this Total Force effort, the mission to make Marines continued despite the global pandemic.

The Marine Corps Reserve typically uses participation in the Department of Defense Innovative Readiness Training (IRT) program to provide joint/military training in the United States and its territories to increase deployment readiness. IRT simultaneously provides key services (health care, construction, transportation, and cybersecurity) with lasting benefits for our American communities. We saw a significant reduction in IRT programs due to the global pandemic. The Marine Corps Reserve participated in only two projects in 2020 but obtained valuable training that increased deployment readiness in combat engineering skills. Our participating units were able to train to mission essential tasks involving both horizontal and vertical construction, while making tangible, meaningful impacts in their communities. We expect a marked increase in future projects. In 2021, the Marine Corps Reserve is slated to support 16 exercises under the IRT program. Examples include diverse construction training supporting the Girl Scouts at Camp Paumalu, Hawaii; providing logistical support and medical care to communities throughout Kodiak Island, Alaska; and roadwork in Pima County, Arizona. With your continued support of these efforts, we look to expand our footprint in this program, which will include construction, medical, and cybersecurity efforts.

In addition to participating in operational requirements across the globe, the Marine Corps Reserve supports the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. There is no responsibility we treat with higher regard than this solemn mission. Inspector-Instructor (I-I) and Reserve Site Support staffs are geographically positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to families. Indeed, the vast majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin are made by our Reserve Marines. During Calendar Year (CY) 2020 our I-I and Reserve Site Support staffs performed 95% of the casualty calls performed by the Marine Corps. The professionalism and compassion of our Casualty Assistance Calls Officers (CACOs) continues well beyond the initial notification. We ensure that our CACOs are well trained, equipped, and supported by all levels of command through a combination of in-person and online training. Once assigned, the CACO serves as the family's central point of contact and coordinates with funeral homes, government agencies, and other organizations. They assist family members with planning the return and final resting place of their Marine and ensure the filing of appropriate documents so families receive all benefits to which they are entitled. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the grieving family.

The Marine Corps Reserve also performs the solemn mission of military funeral honors and our Reserve units take pride in performing the majority of these services for our fallen Marines and their families. Marine Corps funeral honors are dedicated to ensuring all Marines who have served obtain the appropriate honors as a final salute to their life and the final demonstration of the country's gratitude to those who, in times of war and peace, have faithfully defended our nation. COVID-19 presented many new challenges for units performing military funeral honors such as: the temporary closing of our cemeteries; mandatory compliance with local city, state and federal government travel restrictions; and strict adherence to health and safety guidelines. Notwithstanding these challenges, Marine Corps Reserve units accomplished 16,521 military funeral honors, nearly 81% of the previous year's total.

Finally, the Marine Corps Reserve functions as the greatest link between the Marine Corps and communities across the nation. From the Toys for Tots campaigns each holiday season to community engagement events and solemn funeral details, we are the face of the Marine Corps to the majority of the American public. With Reserve units located across the country, the Marine Corps Reserve is uniquely positioned to interact with the American public and communicate the Marine Corps story to our fellow citizens, most of whom have little or no experience with the Marine Corps.

PERSONNEL

Marines, Sailors, and our civilian Marines are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contribute to the success of our institution. The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,600 falls under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Selected Marine Corps Reserve (SMCR) Units, Active Reserve (AR), Individual Mobilization Augmentees (IMAs), and service members in initial training (IADTs). Embedded with these Marines are 1,557 Active and Reserve Component Sailors who serve critical roles in the operational, medical, dental, and spiritual readiness of our Reserve force. The success of the Marine Corps Reserve would not be possible without the support of these Sailors and US Navy programs.

In addition to the Marines and Sailors of the Selected Reserve, the Marine Corps Reserve administratively controls approximately 62,000 Marines who serve in the Individual Ready Reserve (IRR). The Marine Corps Reserve continues to monitor the mobilization viability of these IRR Marines through the use of muster events at multiple locations across the country. These muster events allow the Marine Corps Reserve to ensure the IRR Marines meet the requirements for mobilization. The events also provide the opportunity to address administrative issues, conduct mental health and post-deployment assessments, review Reserve obligations and new opportunities, and meet with Marine Corps prior-service recruiters. During the past year the Marine Corps Reserve conducted 20 muster events which 4,862 IRR Marines attended. In addition to the musters, the Marine Corps Reserve contacted and screened 59,294 Marines.

The Marine Corps Reserve strives to retain the very best Marines capable of fulfilling our leadership and operational needs. The option of continued service in the Reserve Component has become increasingly appealing to young Marines leaving active duty. Marines approaching the end of their current contracts, whether Active or Reserve Component, receive counseling on the tangible and intangible benefits of remaining affiliated with the Selected Reserve. We educate each transitioning Active Component Marine on opportunities for continued service in the Marine Corps Reserve through the Marine Corps' transition assistance and educational outreach programs.

Even as the Marine Corps restructures our forces to ensure we are postured to confront future potential adversaries, we are making every effort to retain those Marines impacted by force design decisions. In 2020 we deployed a series of Personnel Transition Teams (PTTs) to every unit impacted by force design. These PTTs were specifically designed to ensure every impacted Marine was provided information, education, and one-on-one career counseling concerning available incentives, career opportunities, and continued service options. For example, during the divestment of our reserve tank battalion we successfully retained over 52% of all Reserve Marines assigned to those site locations through voluntary reassignment to another Marine Reserve unit, while an additional 24% of those Marines chose to transfer to their local Army National Guard tank unit in order to continue their military service. Survey responses show that 91% of the Reserve Marines felt they had been provided both the information and support needed to make an informed decision, while 89% of the Reserve Marines felt that their best interests were kept in mind.

Recruiting and retaining high quality Marines remains essential to the Marine Corps' reputation as the nation's force-in-readiness. Although we produced Marines safely in the face of the global pandemic, the challenges associated with COVID-19 have had a significant impact on our ability to recruit. As a result, the Selected Marine Corps Reserve faced a 50.4% reduction in new non-prior service accessions and a loss of 7.9% of the forecasted prior-service accessions. Notwithstanding these notable losses, Marine Forces Reserve still enjoys high affiliation and retention rates enhanced through incentive programs such as occupational specialty retraining, inactive duty travel reimbursement, and bonus payments. These programs are essential to ensure we continue to meet authorized end strength and retain our most talented Marines. Your continued support to these critical programs has helped preserve our overall personnel end strength at 94.3% of the total requirement and maintain a grade and Military Occupational Specialty match rate of 81.7%.

Our personnel readiness is not only reflective of the health of the force, but directly contributes to our overall operational readiness. While we fully expect to meet our Selected Marine Corps Reserve retention and recruiting goals this year, continued use of available incentive programs is critical to optimally align our inventory against our requirements, maintain individual and unit level readiness, address shortfalls in staff non-commissioned officers, and fully rebuild readiness from previous force structure changes.

EQUIPMENT

Reserve Component units remain highly interoperable with their Active Component counterparts due to the Marine Corps' Total Force approach to equipment fielding and management. Reserve Component forces are manned, trained, and equipped to standards that facilitate the seamless, integrated employment of forces to meet Combatant Commander requirements. Our Reserve units and personnel continue to be in high demand despite the challenges associated with the new COVID-19 operating environment. The Reserve Component continues to meet all operational and training requirements, including support to Combatant Commanders worldwide.

This operational tempo places stress on our ability to maintain our equipment and replenish our deficiencies. In the event of a large-scale wartime mobilization, to include any sizable call-up of the IRR, individual combat clothing and equipment deficiencies may become a strategic risk to mission.

With regard to maintenance readiness, the Marine Corps Reserve has mitigated risk for many years in three ways. First, we refine units' Training Allowances (TA), which is that portion of a unit's full Table of Equipment (TE) located at Reserve Training Centers. Our goal is to balance the amount of equipment necessary to conduct training with the amount of equipment that can be maintained within personnel, facility, and fiscal constraints. Second, we leverage operation and maintenance, Marine Corps Reserve, funds to secure mobile maintenance support teams that augment our limited organic maintenance capacity in the Marine Corps Reserve. Third, we contract third party logistics to repair secondary reparable that cannot be repaired organically due to the lack of an intermediate maintenance activity capability. Congressional support for Reserve funding in the Fiscal Year (FY) 22 President's budget request is paramount to our continued success in sustaining our equipment and maintenance readiness.

Upcoming fielding of the Joint Light Tactical Vehicle (JLTV) and Amphibious Combat Vehicle (ACV) will provide the Reserve Component with the latest generation of combat equipment. Additionally, fielding of programs such as the Ground/Air Task Oriented Radar (G/ATOR), Ground Weapons Locating Radar (GWLR), All Terrain Crane (ATC), Platoon Water Purification System (PWPS), and Mobile Integrated Remains Collection System (MIRCS) will enhance our ability to fight, maneuver freely, and win on the modern battlefield. The KC-130J Super Hercules remains a procurement priority of the Marine Corps Reserve. The Marine Corps Reserve has currently reached Initial Operating Capability (IOC) for 13 of 28 aircraft and is expected to reach Full Operating Capability (FOC) in the future.

TRAINING

The Marine Corps Reserve typically participates in a number of training exercises in the United States and overseas each year to improve combat readiness and enhance our ability to rapidly activate and integrate with the Active Component. The global pandemic presented numerous challenges to the Reserve force's ability to participate in and conduct training. By April 2020, we had canceled drill weekends and annual training periods to protect the Marines, their families, and local communities. In order to limit the amount of lost training opportunities, we created telework drill weekends and increased occasions for Marines to conduct online training. Our local commanders demonstrated initiative and creativity in conducting meaningful training for the Marines. While digital training allowed for an increase in individual skills, it could not replace critical unit training at the company and battalion levels.

With several months of data available, we determined the risk of not providing ready forces as the result of conducting in-person training exceeded the risk from COVID-19. We therefore began to resume in-person drill weekends in June and enabled Marines to conduct their annual training in the 4th quarter of FY20. Operations in a COVID-19 environment became the norm, with precautions including the wearing of masks and social distancing during training. Local commanders adjusted their training to include spreading out unit drills over multiple weekends to ensure compliance with local health mandates for reduced gathering of personnel. Our small unit leaders performed admirably during this trying period, maintaining communication with their Marines and ensuring mitigation measures were enforced to guarantee quality training while preventing the spread of the pandemic as a result of in-person drills. At the end of FY20, we were able to provide an opportunity for all Reserve Marines to participate in an annual training period, whether in person or virtually.

The global pandemic adversely affected higher level training normally gained during regularly scheduled exercises. Combatant Commanders and host nations can-

celed joint and bi-lateral exercises due to COVID-19 restrictions; in FY20, 48 of 71 scheduled exercises across four Combatant Commands were canceled. Reserve participation in the exercises that did take place was largely eliminated due to Restriction-Of-Movement (ROM) requirements. These exercises were designed to provide mission essential task training in a joint environment. This left nearly 3,000 Marines in need of an alternate annual training period. Reserve participation in the annual Service-level Integrated Training Exercise (ITX) conducted aboard Marine Corps Air Ground Combat Center, Twentynine Palms California was also canceled due to the global pandemic. ITX improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron levels. The loss of the Combatant Commander exercises, ITX, and numerous battalion and squadron annual training exercises in CY20 has resulted in a less operationally ready Marine Corps Reserve.

Operating in a COVID-19 environment directly impacted Reserve Marines' ability to complete required resident professional military education (PME) courses. The Marine Corps Reserve converted the majority of its 800 seats in resident PME to online courses to overcome the challenges of educating the force. Employing ROM, wearing of masks, and social distancing, the Marine Corps Reserve preserved nearly 300 resident seats, enabling Marines to attend PME in person with their fellow Marines.

The Marine Corps Reserve uses training simulators wherever and whenever possible to preserve fiscal and materiel resources. Reserve units employ Indoor Simulated Marksmanship Trainers (ISMTs) to maintain combat marksmanship skills and to maximize the use of their most precious resource: time. The ISMTs enable onsite training and eliminate long distance travel to remote Department of Defense (DoD) training locations. The use of ISMTs as well as increased online training enabled the force to complete mission essential tasks and required DoD and Service-level annual training during the global pandemic.

FACILITIES

The Marine Corps Reserve occupies facilities in 47 states, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 158 Reserve Training Centers (RTCs) (22 of which are owned by Marine Forces Reserve and the remaining 136 of which are operated by other Services with Marine Corps Reserve units as tenants), three family housing sites, one permanent barracks, and one General Officer Quarters. Although some of these facilities are located on major DoD installations, most are situated within civilian communities, ranging from neighborhoods to industrial and commercial districts. We continue to improve the maintenance and security of our facilities to ensure the safety of our Marines and Sailors and to provide effective training and mobilization locations.

Fifty-seven percent of the facilities budget supports the day-to-day cost of operating and maintaining existing infrastructure. The Marine Corps Reserve has improved the overall readiness of our facilities inventory through the Facilities Sustainment, Restoration and Modernization (FSRM) support program and maximized the impact of our budget through divestiture and demolition of excess footprint.

The Marine Corps' Military Construction, Navy Reserve (MCNR) program focuses on providing construction for new and enduring capabilities, as well as recapitalization of our aging facilities. The construction provided by the annual authorization and appropriation of MCNR funding is an important factor in advancing our facilities support mission as we optimize our force laydown throughout the nation. Continued support for our MCNR request is essential as we divest of failing infrastructure and modernize capabilities.

The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers and enabled better support to the force. In addition, our targeted consolidation, FSRM, and MCNR programs have increased the force protection of our Marines and Sailors. These programs have allowed the Marine Corps Reserve to partner with the joint bases and other services to meet the Department of Defense security and force protection lines of effort promulgated by the Secretary of Defense following the 2015 Chattanooga, Tennessee U.S. Navy Reserve Center shootings.

As our infrastructure ages and we continue to implement force protection improvements along with environmental and energy-saving projects, our operating costs have steadily increased. Service level efforts to modernize our force and its infrastructure have also increased costs. The continued support to our annual funding request for our facilities program will enable us to improve the overall physical infrastructure that reinforces the operational readiness of our units.

HEALTH SERVICES

The Marine Corps Reserve Health Services Support (HSS) system prioritizes the health and wellness of our Reserve Marines and Sailors. We continue to improve medical readiness through a robust Individual Medical Readiness program within the Marine Corps Reserve and by accurate monitoring, identification, and supervision of unit level actions necessary to attain readiness goals. Additionally, our Health Services personnel participate in Force Readiness Activation Assessment Program inspections and audits which provide oversight at the unit level and the ability to monitor readiness and adherence to policy.

The Reserve Health Readiness Program (RHRP) has greatly increased overall medical and dental readiness throughout the force. This program provides support using contracted civilian medical and dental providers to work with units that do not have organic medical or dental support personnel or are not supported by a Military Treatment Facility (MTF). During FY20, the RHRP performed 14,946 Periodic Health Assessments (PHAs), 216 Post-Deployment Health Re-Assessments (PDHRAs), 18,229 audiological examinations, and 16,787 dental examinations.

HSS's priority is to achieve the DoD's goal of a 90% medically ready force. National, regional, state and local restrictions on travel and group activities due to COVID-19 community transmission affected scheduling and availability of both organic unit and RHRP readiness events over the course of several months. During FY20, our individual medical and dental readiness rates were 76% and 81%, respectively. Marine Corps Reserve units rely heavily on RHRP to maintain our medical and dental readiness, and continued support of this program is imperative for maintaining overall readiness.

BEHAVIORAL HEALTH

In addition to the RHRP, the Marine Corps Reserve continues to execute a robust behavioral health program which includes Combat Operational Stress Control, Suicide Prevention, Substance Abuse Prevention, and Family Advocacy programs. Operational Stress Control and Readiness (OSCAR) training is conducted at all levels and continues to be provided during pre-deployment training to service members deploying for more than 90 days and all to commands in garrison. This training provides essential knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible. Each of these tools supports the commander in building unit strength, resilience, and readiness as well as keeping Marines in the fight.

COVID-19 community transmission has not only impacted medical readiness, but also the mental health of our Marines and Sailors. Amongst our Active and Reserve Component service members mental health effects included increased isolation, relationship stress, and financial strain. The Navy Bureau of Medicine and Surgery continues to support behavioral health through various independent, contracted programs such as PDHRA and the Psychological Health Outreach Program (PHOP). The PDHRA program focuses specifically on identifying issues that emerge after our Marines and Sailors have returned home from deployment. PHOP secures behavioral health screenings, psychological treatment referrals, and essential follow-up treatment to ensure our service members' behavioral health needs are met. In FY20, PHOP received 584 new referrals through their outreach services. PHOP addresses both post-deployment behavioral health concerns and crisis-related interventions by providing our Marines and Sailors access to local resources through a network of contracted behavioral health programs. These programs are critical to maintaining a resilient force by providing pathways for Marines, Sailors, and families to seek behavioral health assistance.

Signs of operational and combat stress may manifest long after a service member returns home from deployment. This delayed onset of symptoms presents unique challenges to Reserve Marines who may be detached from vital medical care and the daily support network inherent in active duty Marine Corps units. Encouraging Marines to recognize and communicate mental health issues is a pervasive challenge facing our commanders. The Marine Corps Reserve addresses the stigma associated with mental health care through key programs such as the Yellow Ribbon Reintegration Program (YRRP) and OSCAR. Furthermore, we market all of our behavioral health initiatives and programs through our Marine Corps Reserve website and during key Marine Corps forums throughout the year.

In FY20, we developed and are now piloting a smart phone mobile application (app) that is tailored to Marine Reservists. USMC Connect is a Defense Information Systems Agency approved, enterprise-wide, mobile app that serves as a gateway to public content on government websites. The USMC Connect app was established to deliver portable, timely, and relevant information to Marines, Sailors and their fam-

ilities and to reduce reliance on traditional computers to access career and personal resources. The app is customizable, enabling units to provide Marine Reservists with relevant, unit-specific information. The app includes a mobile Common Access Card (CAC) portal that will allow Marines to pair their devices with a mobile CAC reader to access some CAC-secured sites. USMC Connect will increase engagement, communication, and connectedness through greater access to career, lifestyle and behavioral health resources.

The Marine Corps Reserve Substance Abuse program continues to educate Marines on substance misuse, relationships, stress management, emotional regulation, thinking patterns, and risk awareness. The program provides tools to promote the safety of Marines and their families and to sustain and improve personal readiness and unit performance. The Marine Corps Reserve relies profoundly on its Drug Demand Reduction Program, which uses random urinalysis testing to deter the use of illicit drugs and misuse of prescription drugs. Each Reserve unit conducts monthly drug testing to screen Reserve Marines for drugs, as well as breathalyzer testing to screen for alcohol use while in a duty status. The Substance Abuse program staff provides quarterly and on-demand education and awareness training on the dangers of misusing and abusing prescription drugs as well as information on the proper disposal of unused and outdated medications. Additionally, the Substance Abuse program increases leaders' awareness of the dangers of abusing prescription drugs through annual supervisor-level substance abuse training.

The Marine Corps Reserve recognizes that the factors contributing to suicide are numerous and complex. Risk factors can include depression, family history of suicide, and substance abuse. Common precipitating stressors include relationship, legal, and financial challenges as well as disciplinary problems. We mitigate stressors using a multidimensional and multilevel approach.

Small unit leaders are encouraged to foster a sense of belonging for Marines. Commanders employ messaging to safely and effectively communicate about suicide, conduct Force Preservation Councils to identify risk factors, and provide courses of action to mitigate destructive behavior. Once a possible behavioral health issue has been identified, the command implements intervention and reintegration strategies, as appropriate, to help lower risks, encourages Marines to ask for help when needed, and restricts access to lethal means for those at risk for suicide in accordance with existing laws and policies. The Marine Corps' Unit Marine Awareness and Prevention Integrated Training (UMAPIT) teaches every Marine the basics of suicide prevention. UMAPIT consists of tailored curricula designed to proactively manage challenging situations and improve Marines' ability to address behavioral health issues such as substance abuse, suicide, family maltreatment, and combat operational stress before they become unmanageable. The Marine Corps' culture is shifting toward recognizing that seeking help is a sign of strength, which will help reduce stigma and barriers to seeking care. Finally, all Marines are taught to recognize suicide warning signs, seek help for their fellow Marines, and never leave a Marine behind.

Care Management Teams focus on supporting Reserve Marines through the Department of Veterans Affairs Transition Care Management Program. Our Marines are assigned a Care Manager who oversees the referrals and follow-on care of the Reserve Marine's individual health care needs. Marine Intercept Program (MIP) is an evidence-informed, targeted intervention for service members who have had an identified suicide ideation or suicide attempt. MIP includes a series of telephonic contacts in which a counselor reaches out to the Marine and assesses them for risk, encourages the use of a safety plan, and identifies and addresses barriers to services or resources. The MIP counselors then incorporate these contacts into the counseling process. These services are also provided to our Reserve Marines through the PHOP.

Our Marines have proven their strength in navigating challenging issues such as frequent moves, deployments, and separations from loved ones. To help with these struggles, our Marines, Sailors, and family members are able to access behavioral health programs at Marine Corps installations through Marine Corps Community Services (MCCS) while on active-duty orders. Additionally, we continue to support Military OneSource which provides confidential, non-medical counseling, resources, and support to service members and their families anywhere in the world.

SEXUAL ASSAULT PREVENTION & RESPONSE

Sexual assault is a complex and challenging matter that is often interrelated with readiness challenges, behavioral health issues, and destructive behaviors. For the Marine Corps Reserve, addressing the health and safety of our service members and fostering a culture of dignity and respect are top priorities toward reducing and ultimately eliminating sexual assault within our ranks. To accomplish this goal, the

Marine Corps Reserve executes a Sexual Assault Prevention and Response (SAPR) program. Seven full-time, professional employees ensure the efficacy of the program and its services across our geographically-dispersed force. In addition to the force level Sexual Assault Response Coordinator (SARC), each Major Subordinate Command (MSC) within the Marine Corps Reserve has a full-time civilian SARC who serves as a special staff officer to their Commanding General and manages their SAPR program from Marine Forces Reserve headquarters in New Orleans, LA. The program also has two professional civilian SAPR Victim Advocates (VAs) who travel to Marines, Sailors and their families to provide in-person advocacy services, training, and unit-specific program guidance. The Marine Corps Reserve works diligently to improve our victim response, outreach, and sexual assault prevention by approaching these efforts as a team. The SARCs and VAs work together to ensure there is never a gap in coverage, regardless of the MSC. Leaders at every level and anyone in need of support services has access to a SAPR staff member for program guidance.

The SAPR staff trains up to 160 individuals to become VAs each year during courses held quarterly in New Orleans. After completing the 40-hour training course, these potential VAs submit an application for credentialing through the DoD's Sexual Assault Advocate Certification Program. Once credentialed, the VAs are officially appointed by their commanders to serve in the billet at their respective RTCs. In total, the Marine Corps Reserve maintains an active roster averaging more than 200 VAs across the country.

SAPR personnel respond to Marines, Sailors, and adult dependents who request support services related to a report of sexual assault. The SARCs and VAs screen for potential safety issues, develop individualized safety plans, and offer advocacy services and referrals in the military and civilian sectors. In order to more effectively support the Reserve Component, the SAPR Program developed and maintains a database of nationwide resources for victims of sexual assault who may not have access to military providers.

The Marine Corps Reserve operates a dedicated Sexual Assault Support Line that is staffed by the professional SAPR team 24/7. The Marine Corps Reserve also actively publicizes the DoD Safe Helpline, an additional resource that offers crisis support services for members of the DoD community. The DoD Safe Helpline is available 24/7 worldwide with "click/call/text" user options and can be used anonymously for confidential support.

The Marine Corps Reserve's prevention strategy is holistic and integrated with other programs aimed toward eradicating sexual assault, such as the Equal Opportunity Program, Safety, Spiritual Readiness Initiatives, the PHOP, Total Force Fitness initiatives, and Behavioral Health. The Marine Corps Reserve continues to set the example by employing a zero-tolerance policy related to sexual assault and harassment and a retaliation-free command climate. Leaders at every level are encouraged to actively engage with Marines and Sailors to create a positive environment free from attitudes and behaviors that are incompatible with our core values. Each year all Marines and Sailors receive SAPR training which covers reporting options, available resources, and prevention techniques. Along with overall education about the SAPR program, these periods of instruction give individual Marines and Sailors an opportunity to interact with their local Command SAPR Representatives, thereby helping to generate trust in the program and confidence that the prevention of sexual assault is a priority for leadership.

QUALITY OF LIFE

The Marine Corps Reserve strives to achieve appropriate balance and effective performance of our quality of life programs which provide support and assistance during deployment and on the home front. The Marine Corps Reserve is dispersed throughout the country and away from most traditional brick and mortar resources available at major bases and stations. The ability to access the comprehensive set of MCCS programs, which support operational readiness, war fighting capabilities, and quality of life, can have a profoundly positive effect on the well-being of our Marines and families. MCCS programming includes education and transition assistance, fitness and recreation, deployment support, family team building, and prevention. MCCS is a user-friendly and responsive single resource that provides constant and unwavering support to Marines and their families throughout their entire service or affiliation with the Marine Corps. The MCCS Unit, Personal, and Family Readiness Program is supported by civilian Deployment Readiness Coordinators or Uniformed Readiness Coordinators who implement a commander's family readiness vision and help Marines, Sailors, and families maintain a constant state of family readiness.

MCCS programs remain flexible, constantly adjusting to meet the needs of our geographically dispersed Marines and their families. The training programs provided to our commanders, Family Readiness Command Teams, Marines, and their families help to produce a ready and resilient force equipped to achieve success. The Marine Corps Family Team Building (MCFTB) program promotes readiness and resiliency through non-clinical preventative education, professional training, and community-building support to Marines and Sailors and their families throughout mission, life, and career events. MCFTB training events are delivered both in person and virtually through interactive webinars at 158 RTCs. During FY20, the Marine Corps Reserve conducted 169 training events in which 6,854 Marines and family members received valuable information to prepare for and thrive during deployments and achieve a positive post-deployment reintegration experience.

A key component to our quality of life and resiliency is the religious ministry support provided by 141 Religious Ministry Team (RMT) members. As uniformed service members, RMTs support Marines and their families across the full spectrum of military life including combat and humanitarian engagements. There are 87 RMT members embedded in 46 Marine Corps Reserve units across the country. The religious ministry support includes developing the Commandant's spiritual readiness initiatives as part of the Human Performance Division, providing divine services across the spectrum of faith communities, advising on spiritual and ethical matters, and delivering pastoral care in a safe and confidential environment. Chaplain support is provided to Marines, Sailors, and families at numerous funeral services year-round. The Chaplains provide spiritual guidance at the services and follow-on care as needed, providing a source of healing for family members.

The Chaplain Religious Enrichment Development Operations (CREDO) program provides transformational retreats and workshops, including the Marriage Enrichment Retreat (MER), the Personal Resiliency Retreat (PRR) and the Applied Suicide Intervention Skills Training (ASIST) class. The MER and PRR equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resiliency on the home front and during deployments. The PRR helps Marines and Sailors set personal goals, make good decisions, deal with stress, and live their lives with greater purpose and satisfaction. During FY20, 235 individuals participated in five MERs and one PRR.

In an ongoing effort to reduce suicidal events, the CREDO Program offers ASIST and Suicide Alertness for Everyone (safetALK), evidence-based programs that train individuals to intervene in suicidal ideations and keep the individual safe until they can receive follow-on care. A total of 122 personnel were trained at six ASIST and three safetALK classes in FY20, providing commands with resources to offer positive outcomes in unit readiness. Participants in these programs self-reported a 68% increase in their likelihood to intervene to help a person having thoughts of suicide. One FY20 enhancement of the program has been a "take it to where the Marines are" option with three of the workshops taking place in conjunction with travel to distant geographic locations.

COVID-19 has significantly impacted the operational tempo of the CREDO Program, inhibiting travel for in-person training and necessitating the cancellation of 10 retreats and five ASIST workshops. The Marine Corps Reserve immediately pivoted to live virtual training in order to continue mission execution. Launching with the motto "Virtual Engagement. Real Impact." the transition incorporated new Leadership and Personal Growth Workshops (LPGW), Marriage Enrichment Workshops (MEW), and Professional Naval Chaplain Workshops (PNCW). The LPGWs and MEWs incorporate goals of the PRRs and MERs, respectively, in a shorter, non-retreat format using MarineNet's Adobe Connect platform. The PNCWs are built to enable the CREDO program to train and equip other Chaplains and leaders with skills that directly and positively impact service members, their families, and Federal Civilian employees. One example of this training is Adobe Connect, which instructs participants on the use of the platform for teaching. The Chaplain of the Marine Corps subsequently instructed all RMTs attached to Marine Corps Units to complete the class in an effort to mitigate COVID-19 impact by equipping RMTs across the enterprise. Pilot partnerships were launched to reduce required resources and simultaneously increase deliverables (e.g., Virtual CREDO, Centers for Adaptive Warfighting, Federal Coaching Network, etc.). In FY20, CREDO conducted 54 virtual and 22 in-person workshops consisting of 680 training hours for more than 2,058 participants.

The Marine Corps emphasizes the importance of readiness for Marines and family members in many areas of life. Personal and Professional Development programs continue to provide training and educational resources to our Marines, Sailors, and their families in a variety of areas. One key program that assists commands, Marines, and family members with readiness is the Command Financial Specialist

(CFS) program. The CFS program provides assistance on a wide array of financial issues to include budgeting, diversifying income, credit and debt management, military/consumer protections, car buying, home options, saving and investing, insurance, Survivor Benefit Program, Veteran benefits, retirement, and financial counseling to all members of our dispersed forces.

The technical expertise our Marines have achieved during their service has considerable value to the country's civilian sector. The Marine Corps' Transition Readiness Program emphasizes a proactive approach that enables Marines to formulate effective post-transition entrepreneurship, employment, and educational goals. A virtual transition readiness seminar is available for Reserve Marines and Sailors who are unable to attend an installation-based transition course. The Marine for Life Network links our Marines to employment, education, and community resources in their hometown areas to support their future goals. Tutor.com offers our Marines and their dependents access to 24/7, no-cost, live tutoring services for grades K-12 and college students. Our Marines are also provided with remote access to language courses through Mango Languages, which supports over 70 languages, including English as a Second Language (ESL). Peterson's Online Academic Skills Course helps Marines build math and verbal skills to excel on the job, pass exams, and advance their careers and education.

The Marine Corps' Semper Fit program is fully engaged in partnering with our bases and stations to provide fitness education activities that promote physical and mental readiness and develop positive self-esteem and healthy lifestyles. Additionally, the High Intensity Tactical Training (HITT) program focuses on physical resilience, combat readiness, and injury prevention. The HITT program provides hands-on, science-based strength and conditioning courses and online physical fitness tools to include instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also strengthened through team building and esprit de corps activities such as unit outings and participation in competitive events. These programs are vital to unit cohesion and camaraderie.

The Yellow Ribbon Reintegration Program (YRRP) is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families, and communities by connecting them with resources throughout the deployment cycle. The YRRP is an enduring and invaluable part of our efforts to build resiliency. Since its inception in 2010, we have conducted more than 922 training events for more than 52,000 Marines, Sailors, and family members. In FY20, we conducted three live and 22 virtual events with more than 3,000 participants.

Our Marines, Sailors, and their families who sacrifice so much for our nation's defense should not be asked to sacrifice their quality of life. We continue to be a faithful advocate for flexible quality of life programs and services that evolve and adapt to the changing needs of our Marines, Sailors, and their families. The combined effect of these programs and services is critical to the readiness and retention of our Marines, Sailors, and their families.

SUPPORTING OUR WOUNDED, ILL, OR INJURED MARINES AND THEIR FAMILIES

The Marine Corps ensures the availability of full spectrum care to all wounded, ill, or injured (WII) service members, whether they are Active or Reserve, through the Wounded Warrior Regiment (WWR). The Marine Corps Reserve ensures Reserve Marines' unique challenges are addressed through a WWR Liaison Officer who provides subject matter expertise and special coordination with the WWR staff.

The WWR staff includes the Reserve Medical Entitlements Determination Section, which maintains specific oversight of all Reservists requiring medical care for service-incurred and duty-limiting medical conditions. Reservists facing complex care and recovery needs have access to WWR's network of 45 Recovery Care Coordinators who provide one-on-one transition support and resource identification for WII Reservists and families often living long distances from military installations. WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy. District Injured Support Coordinators dispersed throughout the country also coordinate with Reserve units to ensure we keep faith with all Marines.

The Marine Corps Reserve will not forget the sacrifices our Marines have made for this great nation and we will continue to work with the WWR to establish resources and programs that address the unique and ongoing needs of our Reserve population.

FORCE DESIGN

The Marine Corps Reserve, operating as both a strategic and operational reserve, remains a critical part of the Marine Corps Total Force. As the Marine Corps transi-

tions towards Naval Campaigning in response to Great Power Competition, the Reserve Component continues to be an integral element of the planning effort. The Marine Corps force development process is accomplished through deliberate integrated planning teams and comprehensive wargames. The Marine Corps Reserve provides support to this force design effort, while remaining a vital global contributor to meeting Combatant Command requirements.

Although there have been significant adjustments to the Active Component forces, the redesign of the Reserve Component has yet to mature to the point of implementation. While there has been some public mention of specific units identified for deactivation, there is still much deliberation occurring to ensure Reserve capabilities are not inadvertently or prematurely eliminated. Currently, only the deactivations of 4th Tank Battalion and Bridging units across the Marine Corps have impacted the Marine Corps Reserve. The Marine Corps Reserve has been working tirelessly to ensure that each Marine affected by unit deactivations is afforded every opportunity to continue their service to the country. To that end, Personnel Transition Teams (PTTs) have been traveling to all impacted locations to meet individually with all Marines. As it relates to the siting of Reserve units across the country, we are actively analyzing a variety of factors to ensure that if we encounter a situation that forces us to vacate a location, we have both the quantitative as well as qualitative measures to substantiate difficult decisions. As we continue to analyze Service requirements, our site support organizations will remain in place until greater clarity of force design implications are known. The Service is dedicated to maintaining an optimal set of sites for Reserve capabilities in support of the future Marine Corps.

TALENT MANAGEMENT

The legacy Industrial Age manpower management processes we use today will not support our larger force design goal. As the Marine Corps continues to develop talent management objectives in support of departmental objectives, there are unique opportunities worth exploring within the Reserve Component. Our nation's Reservists feel inspired to answer the call to service and are willing to dedicate the requisite time to develop dual careers. The Marine Corps Reserve is actively engaged in developing and managing talent and is currently developing a Reserve Component talent management strategy that aligns the institution's vision, mission, and goals for how talent should be managed to increase warfighting effectiveness while instilling the institution's values. This talent management vision will focus on talent development, leadership development, and diversity & empowerment in order to attract, recruit, identify, incentivize, and retain the most talented individuals across the entire force necessary to achieve institutional and strategic objectives.

CONCLUSION

Your Marine Corps Reserve is forward deployed supporting Combatant Commanders' requirements, participating in Service- and Joint-level exercises both at home and abroad, and is the constant face of the Marine Corps to our local communities. As part of the Total Force, we are focused on force design, readiness, and manpower to maintain and enhance our Service's ability to deter pacing threats as prescribed by the National Defense Strategy. Given a worthy mission and a clear signal that their individual contributions are valued by the Service, your Reserve Marines will continue to answer their "irrational call to service." With your continued support, we will remain ready. Semper Fidelis!

Senator TESTER. Thank you, General.

Next up, we have Lieutenant General Jody J. Daniels, Chief of the Army Reserve.

STATEMENT OF LIEUTENANT GENERAL JODY J. DANIELS, CHIEF, U.S. ARMY RESERVE

General DANIELS. Chairman Tester, Ranking Member Shelby, Distinguished Members of the Subcommittee, on behalf of the 200,000 soldiers and civilian employees of the U.S. Army Reserve, thank you for the opportunity to testify before you today and for your continued support for our soldiers, families, and employers.

In an era of great power competition, the Army needs forces able to compete with adversaries, respond to crises, win in conflict, and prepare for the future.

That mission requires a dedicated Federal Reserve force that is ready now and prepared to meet the challenges of tomorrow. That force is the United States Army Reserve.

At the cost of just 6 percent of the total Army budget, the Army Reserve provides 20 percent of the total force, nearly half of the Army's maneuver support, a quarter of its force mobilization capability, and a myriad of other unique capabilities.

Over the last 3 years, the Army Reserve has focused on rebuilding collective readiness to win near-peer large-scale combat operations as we transform into a force capable of providing multi-domain operations.

However, last year, like the rest of the world, we encountered an unforeseen threat but our readiness paid dividends in unexpected ways. Within 24 hours of the President invoking involuntary mobilization authority in response to COVID-19, the Army Reserve aggregated critical medical capabilities and initiated one of the largest domestic mobilizations in our history.

Within days, we assembled over 2,800 soldiers, including 1,200 healthcare professionals, and deployed them into critical crisis zones around the country. To date, over 4,500 Army Reserve soldiers have mobilized to support our Nation's COVID-19 response.

The Army Reserve continues to support the COVID-19 response operations while prioritizing the readiness and training of our soldiers and formations. Early in the pandemic, we focused on individual readiness and began using cloud-based tools to conduct virtual battle assemblies. We also implemented control measures to decrease risks during in-person gatherings.

Despite an uncertain training environment, the Army Reserve continues to support combatant commanders. Since March 1, 2020, we have mobilized almost 18,000 soldiers, 268 units to support operations around the globe.

We have also developed a readiness concept known as the Army Reserve Mission Force or ARM Force to prepare our formations for the four Cs: competition, crisis, conflict, and change. The ARM Force is under the Army's regionally-aligned Readiness and Modernization Model or REARM and provides a common sense framework to align resources across the component and unit readiness cycles.

This approach ensures that we have sufficient readiness to support our combatant commands while responsibly investing in the modernization necessary for the future fight.

While maintaining readiness, we are also shaping tomorrow by bringing innovation and depth to Army modernization efforts. We created the 75th Innovation Command to act as technology scouts and we are leveraging the vast subject matter expertise gained through our civilian careers to assist Army Futures Command.

However, all this means nothing without our soldiers and our formations. We need ready and resilient soldiers, capable leaders, cohesive teams, strong families, and supportive employers to ensure our success.

To that end, we are aggressively addressing behaviors that destroy our squads. Sexual assaults, sexual harassment, extremism, and racism run counter to our Army values. We are embracing the philosophy of this is my squad to build a culture of dignity and respect and assure all believe their lives are worth living.

Sustaining critical operational capabilities requires adequate and predictable funding. We are grateful for the consistent appropriations that positively impact Army readiness and modernization efforts meet the needs of the Army and our combatant commands across the full range of military operations, including support of National Guard and Reserve equipping account.

The future holds many challenges, but today's Army Reserve is the best-trained, best-equipped, and striving every day to be the most ready Army Reserve in our Nation's history.

With your continued support, we will continue to build on our strong foundation to meet the needs of the Nation and shape the Army Reserve of tomorrow.

Thank you and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JODY J. DANIELS

THE UNITED STATES ARMY RESERVE

READY NOW! SHAPING TOMORROW . . .

The State of the Army Reserve—Ready Now! Shaping Tomorrow

In an era of great power competition, the Army needs forces able to compete with adversaries, respond to crises, win in conflict, and prepare for the future. To accomplish this mission, the Army needs a dedicated Federal Reserve force that is ready today and prepared to meet the challenges of tomorrow. That force is the United States Army Reserve.

The Army Reserve is Ready Now, providing Soldiers and units to Combatant Commanders, enabling competition around the globe, supporting civil authorities in the homeland and conducting the foundational training required to win in great power conflict.

190,000 Army Reserve Soldiers and 11,000 Civilians are present in all 50 States, 5 U.S. territories, and deployed to 23 countries around the world. The Army Reserve contains nearly half of the Army's maneuver support and a quarter of its force mobilization capacity at a cost of just 6% of the total Army budget.

Although the Army Reserve only constitutes 20% of the Army's personnel, it provides over 50% of its quartermaster and medical formations, over 80% of its civil affairs, legal, and religious units, 62% of its military information support operations units, and over 40% of its chemical, transportation, ordnance, and intelligence forces. It provides the cornerstone of critical enabling capabilities like petroleum distribution, water purification, port opening, technical intelligence, and railroad operations.

The Joint Force cannot deploy, fight, and win without the Army Reserve. The Army provides the bulk of sustainment and enabling forces to other Services, and most of these enabling forces reside in the Army Reserve.

While the Army Reserve maintains readiness, it is also Shaping Tomorrow by bringing innovation and depth to Army modernization efforts. Army Reserve talent is an integral part of Army Modernization efforts. The Army Reserve has a higher proportion of Soldiers with graduate degrees than any other Army component. Nine percent of Army Reserve Officers have doctorates and over 32% have Masters degrees.

Talent is not limited to the Officer ranks. More than 13% of Army Reserve Enlisted Soldiers have Bachelors degrees. We have Enlisted Soldiers who are investment bankers, executives, and technologists. The call to service attracts individuals from all walks of life and professions.

Our Soldiers live in two worlds. They bring their civilian experiences to bear in their military duties and their innovative mindsets, acquisition skills, and project management expertise help solve the Army's most complex challenges. As the Army

moves towards the conduct of multi-domain operations, our Soldiers will play a critical role in linking the private sector into the defense enterprise. Our pools of talent in areas like defensive cyber operations and additive manufacturing are valuable wells of capability ready for the Nation to tap. Part-time service is a valuable mechanism to attract talent that might otherwise forgo military service.

Soldiers, Civilians and Families are the centerpiece of our efforts to stay ready and evolve. Ready and resilient Soldiers, capable leaders, cohesive teams, strong families, and supportive employers are the key to a ready and capable Army Reserve.

Ready Now! And COVID-19

Over the last three years, the Army Reserve focused on rebuilding collective readiness to contend with a near peer in Large-Scale Combat Operations (LSCO). However, in March of 2020, like the rest of the world, we encountered an unforeseen threat.

Our readiness paid dividends in unexpected ways. Within 24 hours of the President invoking involuntary mobilization authority, the Army Reserve rapidly aggregated critical medical capabilities in response to the COVID-19 Pandemic and initiated one of the largest domestic mobilizations in its history. In days, the Army Reserve assembled over 2,800 Soldiers, including 1,200 healthcare professionals, and deployed them to crisis zones around the country. By mid-April, 15 custom-built UAMTFs—Urban Augmentation Medical Task Forces—prepared to treat patients in New York, Seattle, Detroit, Boston, Philadelphia, New Jersey, and Connecticut. Each of these UAMTFs had the capacity to man a 240-bed hospital and relieve some of the burden falling on our civilian medical infrastructure at the start of the pandemic.

In addition to direct medical support, the 76th Operational Response Command and 807th Medical Command controlled forces across the United States; the 377th Theater Support Command and 4th Expeditionary Sustainment Command provided logistics to units from all components; the 505th Intelligence Brigade helped U.S. Army North track COVID's spread, and 180 Emergency Preparedness Liaison Officers (EPLOs) integrated federal, state, and local responses. Forward Engineering Support Teams helped to convert commercial buildings into hospitals, contractor support personnel arranged for vital services, and Army Reserve Aviation units flew over 600 missions, moving 1,870 personnel and over 8,000 pounds of cargo to points of critical need around the country.

Outside of the United States, Army Reserve formations assisted our allies and overseas installations with their pandemic response. In Europe, the 7th Mission Support Command provided Civil Support Teams to decontaminate high traffic areas across the U.S. Army Garrison in Kaiserslautern, Germany, and performed COVID-19 testing and analysis in Poland. The Medical Support Unit-Europe delivered medical supplies, and the 9th Mission Support Command based in Hawaii deployed nurses, medical planners and EPLOs, supported three federal staging areas, and moved more than 11,500 pieces of Personal Protective Equipment (PPE) and medical gear into the Pacific Territories, Hawaii, and Alaska.

In total, between March 1, 2020, and March 15, 2021, 4,578 Army Reserve Soldiers mobilized to support the Nation's COVID-19 response.

The Army Reserve continues to train while maintaining support to U.S. Army North in COVID-19 operations around the country. Early in the pandemic, the Army Reserve began making use of cloud-based tools to conduct virtual battle assemblies.

Army Reserve Cyber Soldiers continued required individual and team collective training through use of the Persistent Cyber Training Environment (PCTE), enabling Soldiers to complete complex cyber exercises while geographically separated. This synthetic training environment enabled Soldiers to collaborate via the Internet from personal computers, which maintained individual training and readiness goals for the year.

When conditions permitted, Army Reserve units transitioned to team- and squad-level collective training with the intention of getting back to normal operations where possible. Units incorporated medical screening procedures, testing (as available), and control measures to decrease risk during in-person gatherings. Leaders also utilized innovative tools that provided real-time data on area infection rates to make informed decisions on the risks of conducting collective training.

None of these activities and operations prevented the Army Reserve from supporting Combatant Commanders. Since March 1, 2020, the Army Reserve mobilized 17,894 Soldiers in 268 units to support operations around the globe.

The Army Reserve will continue to implement measures to mitigate the risk imposed by COVID-19 to keep Army Reserve Soldiers and their families healthy and

safe, and to ensure that the Army Reserve is ready to defend the Nation against any threat to our national security interests at home or abroad.

Shaping Tomorrow... and the Army Reserve Mission Force

In addition to resuming challenging collective training, supporting the Nation's COVID-19 response, and providing trained Soldiers and units to Combatant Commanders, the Army Reserve developed a readiness concept known as Army Reserve Mission Force (ARM Force) to prepare our formations for competition, crisis, conflict, and change.

The ARM Force prioritizes resources and support for units based on mission alignment. Forces earmarked for competition or conflict receive highest priority, followed by those designated to modernize or generate forces in case of full-scale mobilization. ARM Force nests under the Army's Regionally Aligned Readiness and Modernization Model (ReARMM) and provides a commonsense framework to align resources across the component. The concept complements ReARMM's efforts to transform the Army into a multi domain-capable force by aligning current force structure against competition requirements, and providing predictable mission cycles that allow for training and modernization.

The ARM Force is just one part of how the Army Reserve aims to shape tomorrow, a journey we are pursuing with the Total Army. The Army Reserve is heavily engaged in shaping future capabilities from Information Advantage to next-generation Protection with investments in systems like Joint Battle Command-Platforms to ensure interoperability with the Total Army.

While still in early stages of operation, the Army Reserve's 75th Innovation Command (75IC) currently adds value to the Army, Army Futures Command, U.S. Army Reserve Command, and Combatant Commands by providing relevant technology scouting and critical subject matter expertise, serving as the bridge between the Army's modernization objectives and private sector innovators and technology leaders.

Army Reserve subject matter experts have assisted the Army's Chief Information Officer, the Army Science Board, and Army Futures Command with the critical challenges of cloud computing, cyber security, artificial intelligence implementation and enterprise architecture, and participated in major events such as Project Convergence 2020, Joint Warfighting Assessment 2020, and the Army Software Factory concept.

Personnel from the 75th Innovation Command also serve in key leadership roles for the Defense Innovation Unit (DIU) and the Office of the Chief Technology Officer (CTO) for the Army.

PEOPLE

Modernization, however, means nothing without the Soldiers in our formations. Army Reserve priorities are in line with the Army Senior Leadership. People are our most precious resource and our number one priority.

By investing in our people, we will make our Soldiers, units, and ultimately the Army as a whole, a stronger and more lethal force. Moreover, a "People First" culture builds unit cohesion by creating a foundation of strength, resilience, discipline, inclusiveness and trust that leadership will always take care of their Soldiers.

The Army Reserve is a highly diverse and educated force. In total, the Army Reserve has more Service members who identify as Black, Hispanic, Asian/Pacific Islander, or American Indian/Alaskan Native than any other Reserve component across all branches of service. Twenty-five percent of Army Reserve Soldiers are female.

Diversity extends to the senior leadership of the Army Reserve as well. Women constitute 19% of our General Officers. We also have double the proportion of General Officers who identify as Hispanic or as Asian/Pacific Islander. We expect these numbers to increase even further as individuals from the diverse "Gen-X" and "Millennial" generations reach eligibility for flag rank.

People and diverse teams remain critical to our success in all efforts. We intend to reinforce success by implementing an Army Reserve People Strategy that aims to:

- Continue to create a vibrant and diverse organization with members from all demographics, walks of life, and regions of the United States.
- Strengthen trust across our formations by ensuring people feel valued as members of cohesive, disciplined, and fit teams, rightsizing operational tempo, and supporting programs such as Project Inclusion, Sexual Harassment/Assault Response and Prevention (SHARP), and Equal Opportunity.
- Invest in an improved quality of life for Soldiers and Families by fostering and maintaining supportive relationships with employers and encouraging other

partnerships that enable meaningful Army Reserve service, dual civilian- military career progression, and strong, supportive families, and communities.

—Embrace reform by empowering junior leaders with the authorities and permissions they need to successfully lead and train their Soldiers, and remove unnecessary administrative steps and pointless requirements that stifle progress and hinder informed analysis.

Families and Employers

Readiness depends upon both the Families who support and sustain our Soldiers and the employers who enable them to serve the Army and the Nation. Strong Families are crucial to individual readiness and to overcoming many problems that confront military Families.

The National Defense Strategy relies upon the support of an operational Army Reserve, and our relationships with Families and employers directly impacts our ability to sustain readiness.

Taking Care of Soldiers

“This is My Squad” focuses on building cohesive teams that increase good order and discipline which, in turn, helps ensure that suicide, sexual harassment and assault, and extremism have no place in the Army Reserve. Supporting this philosophy are quarterly foundational readiness events.

Army Reserve Family Programs provide a host of services for Soldiers, Family members, command teams and civilians throughout the geographically dispersed Army Reserve community.

For example, the Army Reserve Volunteer Program promotes and strengthens volunteerism by uniting community efforts and establishing volunteer partnerships.

Suicide Prevention

America’s military men and women are strong, dedicated, and resilient. However, physical, mental, and spiritual stress can lead to issues ranging from diminished mission capability to the tragedy of suicide. Without a doubt, years of multiple deployments, frequent family separations, and interruptions of primary careers degraded the capability of geographically-dispersed Soldiers. The social isolation created by the COVID-19 pandemic has increased these stressors.

Army Reserve commanders, leaders, Soldiers, and Civilians share the responsibility to prevent suicide. The Army Reserve is working to increase critical resources and eliminate the stigma associated with seeking help with suicidal ideations and other emotional or psychological issues. Army Reserve commanders are also authorized to place Soldiers serving in an Ask-Care-Escort capacity and those Soldiers at-risk for suicide into a duty status when ideations are identified.

Many tools and resources are available to Soldiers and leaders to increase individual resiliency and prevent suicide. For example, Military OneSource provides free financial counselors for military members facing serious financial issues—a key suicide risk factor.

The Holistic Health and Fitness (H2F) Program is a model aimed at the entire force, not just people in crises. The H2F program focuses on Physical, Nutritional, Mental, Spiritual, and Sleep, to help Soldiers and others improve their overall readiness and learn how to thrive during demanding periods.

Sexual Harassment/Assault Response and Prevention (SHARP)

Sexual harassment and sexual assault prevention and response is critical to preserving individual dignity and unit cohesion at every level. Army Reserve Leaders are focused on promoting awareness, reporting allegations, prosecuting offenders, protecting survivors and creating a positive environment of trust, dignity and respect. Eliminating sexual misconduct in the ranks is critical to increasing personal and organizational readiness.

The Army Reserve’s People Strategy reinforces the correlations between sexual harassment and sexual assault and command climate, and empowers both Soldiers and leaders who recognize potential violations to act to prevent and respond to incidents. The strategy reflects the Army Reserve’s commitment to safety, respect, inclusiveness, diversity and freedom from sexual harassment and sexual assault.

Sexual harassment and sexual assault training, accountability and victim-recovery programs are a priority in every Army Reserve Command. The Army Reserve is fully committed to creating and maintaining an environment of dignity and respect.

Domestic Extremism

Today, lone offenders and small cells of individuals, including Domestic Violent Extremists (DVEs) constitute the primary terrorist threat inside the United States.

Like all components within the Department of Defense, the Army Reserve is conducting extremism stand-downs that highlight the importance of our oaths to the Constitution, our responsibilities to the Nation as Soldiers, and that involvement with groups that advocate for political violence or crimes of hate run counter to our oaths.

The Army Reserve takes all allegations of Soldier involvement in extremist groups seriously. Extremist ideologies and activities directly oppose our values and beliefs and those who subscribe to extremism have no place in our ranks.

Extremist activity presents a direct threat to readiness and is counter to the "This is My Squad" philosophy. Extremism in the ranks thwarts the Army Reserve's effort to eliminate barriers to team cohesion; puts personnel and facilities at risk from physical assault; hinders recruiting efforts; and breaks trust with the American people.

Resourcing the Army Reserve

Sustaining critical operational capabilities requires consistent, adequate, and predictable funding to ensure the Army Reserve can meet the needs of the Army and our Combatant Commands across the full range of military operations. Ensuring component interoperability across war fighter platforms, such as Communications and Command and Control systems, and addressing gaps identified by the Army in its ability to conduct Large-Scale Combat Operations (LSCO) remains a central challenge.

We are grateful for consistent appropriations that positively impact Army Reserve readiness and modernization efforts which support survivability and lethality on the battlefield.

Ready Now! Shaping Tomorrow . . .

The future holds many challenges, but today's Army Reserve is the best trained, best equipped, and most ready Army Reserve in our Nation's history. We will continue to build on that strong foundation to meet the needs of the Nation and shape the Army Reserve of tomorrow.

Senator TESTER. Thank you, General Daniels.

General Hokanson of the Guard Bureau, you're up.

STATEMENT OF GENERAL DANIEL R. HOKANSON, CHIEF, U.S. NATIONAL GUARD BUREAU

General HOKANSON. Chairman Tester, Ranking Member Shelby, and Distinguished Members of the Subcommittee, it's an honor for our Senior Enlisted Advisor Tony Whitehead and I to join you today on behalf of the soldiers and airmen of your National Guard.

Earlier this month, we reached a key milestone, the 10 millionth person vaccinated against COVID-19 by members of our National Guard. This is not only a reason for hope and relief, it's a testament to our abilities and a triumph of our partnerships.

As a primary combat reserve of the Army and the Air Force, we are manned, trained, and equipped to fight our Nation's wars, but in times of emergency, our people, training, and equipment help us respond to our communities.

Last June, more National Guard troops were mobilized than at any time since World War II. Nearly 120,000 soldiers and airmen were deployed supporting the war fight overseas or involved in domestic operations here at home, and despite the COVID environment, we continued our military training and met every overseas deployment requirement.

In January, in response to the attack on the Capitol, we mobilized and deployed 26,000 National Guardsmen to D.C. within 2 weeks. Using organic National Guard air support and logistics, soldiers and airmen from every State and territory arrived to secure our 59th Presidential Inauguration.

This past year was an extraordinary one for our National Guard and in the interest of time, I'd like to highlight just one weekend,

Labor Day of 2020. That weekend, while many Americans were on holiday, more than 65,000 National Guardsmen were on duty around the globe. Roughly 20,000 were deployed across 34 nations in support of our combatant commanders.

During that same weekend, more than 18,000 were helping their communities fight COVID-19 from manning testing sites to working in food banks so our fellow Americans would not go hungry.

More than 3,500 were helping their communities recover from Hurricane Laura in Texas and Louisiana. More than 2,600 were supporting Customs and Border Patrol on the southwest border. More than 1,500 were protecting the rights of peaceful protesters and safeguarding communities against violence in Georgia, Texas, Kentucky, and Wisconsin.

That same weekend in Alaska, a team of Guardian Angel airmen rescued two hikers, one of who fell more than a hundred feet off a cliff. For their actions, they were awarded the Wilderness Rescue of the Year by the American Red Cross of Alaska.

And still on that same weekend, especially modified C-130s from the California and Nevada Air National Guard, along with helicopters and unmanned aircraft from multiple States, were fighting record wildfires. This included the dramatic rescue of 240 people trapped by wildfires in the Sierra National Forest by the California National Guard's 40th Combat Aviation Brigade. This daring night rescue in heavy smoke was possible because our crews were equipped with modernized helicopters and the latest generation night vision goggles. For their heroism and extraordinary achievement, the air crews were awarded the Distinguished Flying Cross.

This one weekend is just one of many weekends for the National Guard. Our country and our communities needed us, so our Guardsmen left their families and their civilian jobs and proudly served as soldiers and airmen. Their selfless service is both important and inspiring and is reflected in our recruiting and retention.

It's no surprise the National Guard was ready for the challenges we faced in 2020 and continue to face in 2021. This would not have been possible without your investments over the last 20 years that transformed the National Guard from a strategic reserve to today's operational reserve.

I'm grateful for the committee's support in helping provide our soldiers and airmen the facilities, equipment, and training resources they need to be interoperable on the battlefield and responsive in our communities.

Combined with our partnerships at every level, from local first responders to FEMA (Federal Emergency Management Agency) to our 82 international state partnerships, we are posturing for the future. However, there are still places we fall short.

Our equipment must be deployable, sustainable, and interoperable. Our facilities must be repaired or replaced if they're no longer functional, and our full-time support must increase so we can better manage our resources and, most importantly, our people.

There are also distractions our soldiers and airmen face every day. If they don't have healthcare, what happens if they get hurt or injured after they come off orders? If they're doing the same job as their Active or Reserve counterparts, why are they treated dif-

ferently? If they've invested their career in the Space Mission, will there still be a home for them in the National Guard?

Every day our team is working to address these issues and their solutions. I am committed to working with the Army and the Air Force and you to find them.

Among my most pressing concerns are premium free healthcare for Guardsmen, the establishment of a Space National Guard, and elevating six of our general officers commensurate to the levels of their responsibility. These are strategically important issues and they are the right thing to do.

The National Guard is about 20 percent of our Joint Force and anything that impacts our readiness reduces our Nation's ability to deter and makes us less competitive, less capable, and less lethal.

Help us keep our promise to remain always ready, always there.

Thank you for the opportunity to be here. I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL DANIEL HOKANSON

The National Guard is a lethal, cost-effective, dual-role operational force that provides strategic depth to the Army, Air Force, and Space Force, and responds to crises in our homeland. We are capable of operating in a complex global security environment and continue to invest in modernization and readiness to prepare for the threats of the future. Today's National Guard is an integral part in addressing the gravest challenges facing the Joint Force.

Globally, China, Russia, Iran, North Korea, and violent extremist organizations continue to present significant threats to U.S. prosperity and security. At home, our adversaries use of cyber-attacks and disinformation threaten our democracy while the growing frequency and severity of hurricanes, wildfires, floods, and a global pandemic challenge the safety of our citizens and communities.

The year 2020 was unprecedented and historic. National Guard members supported every Combatant Commander around the globe and met every mission here at home. On June 6, 120,000 National Guard Soldiers and Airmen were mobilized in support of overseas and domestic missions, one of the highest levels of National Guard support to our nation since World War II.

Given the uncertain future and budget priorities, we expect the Department of Defense to rely on the National Guard more, not less. Therefore, we must be ready to execute our three core missions: fighting America's wars; securing the homeland; and building enduring partnerships that support our nation's strategic objectives. Continued investment in the National Guard ensures we can meet today's demands while preserving the capability, capacity and deterrence our nation needs against a broad spectrum of potential future threats.

WARFIGHT

The National Guard is the primary combat reserve of the Army and Air Force, and provides operational capability to the Space Force. We provide enduring, rotational, surge, and follow-on forces to meet any Joint Force mission. Today, thanks to the substantial investment in training, equipment and readiness by Congress and DOD leaders, we have become the most capable, professional, ready, and combat proven National Guard in the history of the United States.

In 2020, Soldiers with the North Carolina Army National Guard's 30th Armored Brigade Combat Team, who tested their combat skills at the National Training Center in 2019, returned from their deployment to Kuwait and Syria and began supporting their communities COVID-19 response efforts and civil disturbance missions. Also in 2020, the Idaho Air National Guard's 124th Fighter Wing deployed their A-10s and Airmen to the region as well. The 124th's deployment, the wing's second-largest ever, required pilots, security forces, maintainers, medical personnel, special warfare tactical air controllers and staffers to support operations across two continents.

The National Guard is also a trusted space and cyber partner. For 25 years, National Guard space units have provided operational, unit-equipped, surge-to-war capability to protect our nation's vital interests in this contested domain and today supply the Space Force with 11 percent of its space professionals and 60% of offen-

sive Electronic Warfare capability. In addition, our cyber warriors bring their military and civilian skillsets to bear in support of Cyber Command's global commitments.

Two decades of investment and modernization in the National Guard has paid measurable dividends to our Joint Force's lethality and our nation's security.

HOMELAND

Unique to the National Guard is our ability to apply the training and equipment from our wartime missions to our state responses in the homeland. National Guard Soldiers and Airmen logged over 10.9 million days serving our communities in 2020—more than four times as many as 2019.

The events of 2020 required an unprecedented response to various unforeseen events within the homeland. Most significantly, the men and women of the National Guard served more than 7.6 million days in support the COVID-19 pandemic—a mission that continues today. They provided over 632 million meals to neighbors, distributed over 539 million pieces of Personal Protective Equipment (PPE) to essential workers, and tested or screened over 16.1 million people for the virus across the 50 states, 3 territories and the District of Columbia in 2020. In addition, they were called to fight record wildfires in California with specially equipped C-130s, helicopters, MQ-9 drones and shovels; expedited recovery efforts after a record number of named hurricanes battered the Gulf Coast; and provided support to cyber security, cyber assurance and recovery from cyber-attacks at the local, state, and federal levels.

In 2021, your National Guard is making concerted efforts to assist in logistics, distribution, and vaccination of the communities they serve. To date, Guard Soldiers and Airmen have vaccinated millions of civilians, administering well over 150,000 shots a day—with those numbers continuing to grow.

The National Guard's skills and abilities developed for the warfight (such as leadership, training, logistics, and communications), coupled with its unique array of authorities and trusted local, state, and federal partnerships, makes it a natural choice for tackling some of the most difficult challenges we face at home.

PARTNERSHIPS

Building enduring partnerships at the international, federal, state, and local levels contributes to our nation's strength and readiness. Our approach makes the National Guard a force other nations and organizations are eager to partner with.

At the international level, the National Guard's State Partnership Program (SPP) is a key pillar to the Department of Defense's focus on alliances and partnerships. Through the SPP, the National Guard maintains long-term relationships that strengthen alliances, enhance interoperability, reassure allies and deter our adversaries. Improving the military, security and emergency response capacity of partner nations improves their resiliency, benefiting the entire international community. Through 82 SPP partnerships, the National Guard is engaged with 89 nations, 45% of the world's nations, and ensures the Department of Defense has capable, trusted and interoperable partners at our side.

At the federal level, the National Guard maintains productive interagency relationships with the Federal Emergency Management Agency, Department of Homeland Security, Department of Health and Human Services, and U.S. Customs and Border Protection that contribute to rapid and unified responses when disasters strike. Additionally, the National Guard runs several counterdrug schools that offer in-person training courses to federal, state and local law enforcement personnel.

At the local level, we develop partnerships and connections in the communities we serve through efforts such as the National Guard Youth ChalleNge, and DOD's Innovative Readiness Training (IRT) and STARBASE programs. Youth ChalleNge is a community-based program that leads, mentors and trains 16-to-18- year-old, at-risk youths on values, life skills, education, and the self-discipline required to become productive citizens in America's future. The IRT program connects annual military training opportunities with the needs of disadvantaged or remote communities to produce mission-ready forces, civil-military partnerships and strong communities. The STARBASE program also exposes our nation's most underrepresented youths to activities in the Science, Technology, Engineering, and Math (STEM) career fields through a hands-on learning experience at National Guard and other DOD installations across the nation.

CHIEF, NATIONAL GUARD BUREAU

As the 29th Chief of the National Guard Bureau and member of the Joint Chiefs of Staff, I provide input into every decision impacting our Joint Force and advise

the Secretary of Defense on all matters involving the National Guard and the capabilities the National Guard of the 50 states, 3 territories, and District of Columbia provide the Joint Force. The health and welfare of our service members is fundamental to these capabilities, and it's imperative we continue to provide our Soldiers, Airmen, space professionals, families and civilians access to the resources needed to maintain their resilience. Maintaining the welfare of our force also means ensuring our organization continues to promote inclusion, equality, diversity and resilience, with zero tolerance for abuse, harassment or discrimination. Finally, we cannot lose sight of the importance of our employers. Employers are critical to the success of our part-time business model and we must continue to foster an employer-service member relationship that is sustainable and mutually beneficial.

Today's leaders will have to contend with budget pressures, training shortfalls, time constraints and modernization gaps. We must develop leaders capable of performing at today's pace of change; redefine how we train forces and approach readiness; and seek to become more joint and multi-domain minded. This is critical as we look to normalize the capabilities of an operational National Guard within the DOD's processes.

My goal over the next four years is to build on past National Guard accomplishments and contributions to the Joint Force in achieving National Defense Strategy objectives through a continued focus on our three core missions of warfight, homeland and partnerships. I intend to build a sustainable operational force for the future by focusing on four priorities: people, readiness, modernization and reform. Today's National Guard is the most modern, ready and interoperable Joint Force in our 384-year history. However, our adversaries do not rest. We must continue to build a National Guard that is stronger and more responsive, one with greater lethality, global influence and the combat readiness to deter aggression.

ALWAYS READY, ALWAYS THERE

Serving with the 443,000 men and women of the National Guard is an honor. We provide combat-proven forces when needed and tirelessly help our communities where we live. We stand ready to face the threats of today, and prepare for the challenges of tomorrow. Serving in nearly every zip code, and answering the call in nearly every corner of the globe, the National Guard remains Always Ready, Always There!

Army Guard SNAPSHOT

- Provides the Army 39% of its operational forces
- 334,575 Soldiers
- 8 divisions
- 27 Brigade Combat Teams
- 2 Special Forces groups
- 1 Security Force Assistance Brigade
- 42 multifunctional brigades
- 56 functional support brigades and groups
- 13 command & control headquarters
- 24,687 buildings, 1,397 firing ranges, and 110 training centers in 2,416 communities.

Air Guard SNAPSHOT

- Provides the Air Force 30% of its operational forces.
- 108,100 Airmen across 90 wings.
- Manpower contribution to 5 core areas:
 - 10% of Air, Space and Cyber Superiority.
 - 13% of Command and Control/Intelligence, Surveillance and Reconnaissance.
 - 40% of Agile Combat Support.
 - 20% of Rapid Global Mobility.
 - 17% of Global Strike.

1,053 Air Guard Aircraft

- Provides 36% of Air Force's tanker capability.
- Provides 26% of Air Force's fighter/attack capability.
- Provides 30% of Air Force's strategic/tactical airlift capability.
- Operates 15 of 16 Aerospace Control Alert sites.
- Provides 13% of Air Force's overseas MQ-9 Reaper unmanned aerial vehicle capability.

FIGHTING AMERICA'S WARS

Force for the Future

- The National Guard has supported more than one million overseas mobilizations to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, the Sinai, and other overseas locations since 9/11.
- National Guard Soldiers and Airmen served more than 10.2 million personnel days supporting warfight missions in 2020.
- More than 20,000 National Guard Soldiers and Airmen are currently deployed in support of missions in Afghanistan, Kuwait, Bahrain, Jordan, Qatar, Ukraine, Poland, Kosovo, Eastern Europe, the Horn of Africa, Central and South America, and the Sinai Peninsula.
- Two National Guard brigades will deploy to the National Training Center in Ft. Irwin, Calif. this year: Mississippi Army Guard's 155th Armored Brigade Combat Team in June; and Oklahoma's 45th Infantry Brigade Combat Team in July.
- Three National Guard brigades will deploy to the Joint Readiness Training Center in Ft. Polk, La. this year: Ohio's 37th Infantry Brigade Combat Team in June; Arkansas's 39th Infantry Brigade Combat Team in July; and Indiana's Security Force Assistance Brigade in August.

Overseas Presence

- The Louisiana Army Guard's 256th Infantry Brigade Combat Team is deployed to Iraq providing Security Forces and conducting Advise and Assist missions with Iraqi Security Forces (ISF) and partner units in the AOR to enhance capabilities and secure critical sites in support of Operation Inherent Resolve.
- The Illinois National Guard's 33rd Infantry Brigade Combat Team is deployed to Ukraine providing training to the Armed Forces of Ukraine to help them develop defense capabilities and build interoperability.
- The South Carolina Army Guard's 678th Air Defense Artillery Brigade is providing command and control to Air and Missile Defense in the U.S. European Command in support of Operation Atlantic Resolve.
- The South Dakota Army Guard's 196th Maneuver Enhancement Brigade is deployed to the Horn of Africa working with the Suriname Defense Force to promote regional security, dissuade conflict, and protect U.S. and coalition interests.
- More than 1,200 Guard Airmen from 48 units served in nine different locations while filling 33% of the Total Force's civil engineer needs overseas last year.
- The Air Guard is providing 25% of the Total Force's Distributed Common Ground System (a system that produces military intelligence for multiple military branches) capacity in direct support of the overseas Combatant Commanders.
- The Texas Army Guard's 36th Infantry Division deployed to Kuwait and provides division-level command and control of Army forces in Kuwait and Jordan in support of Operation Spartan Shield. The Ohio Army Guard's 16th Engineer Brigade is also supporting Spartan Shield by providing engineering expertise, project management, and command of subordinate engineer battalions.
- The Pennsylvania Army Guard's 28th Expeditionary Combat Aviation Brigade is providing command and control of all Army Aviation units in Kuwait in support of Operation Spartan Shield and Operation Inherent Resolve.
- Nearly 1,500 Army Guard Soldiers and 64 aircraft are supporting U.S. Central Command aviation missions in Afghanistan and Kuwait.

SECURING THE HOMELAND

- National Guard Soldiers and Airmen spent a record 10.9 million days serving their communities supporting missions such as COVID-19, wildfires, civil disturbances and hurricanes.
- Air Guard personnel protect the airspace over America by operating 15 of the 16 NORAD Aerospace Control Alert sites and the Eastern and Western air defense sectors. Guard ACA pilots flew 2,058 sorties in FY 2020—1,825 scramble sorties (practice and real-world) and 233 Operation Noble Eagle sorties.
- To allow effective communication between local, state and federal emergency agencies, National Guard Joint Incident Site Communications Capability teams set-up and operated a "self-contained communications package" at the Super Bowl and numerous other major events and exercises last year.
- The 57 full-time National Guard Weapons of Mass Destruction Civil Support Teams carried out 2,475 missions in FY 2020 ranging from no-notice call-outs

to identify substances; to supporting national security events; to training and assisting state partners. CSTs can typically respond in 1 to 3 hours.

- The National Guard runs 17 battalion-sized (nearly 2,400 people) Chemical, Biological Radiological Nuclear (CBRN) Enhanced Response Force Packages or CERFPs in 17 states capable of responding in 3 to 6 hours.
- National Guard Soldiers and Airmen comprise 55 percent of the Defense Department's chemical, biological, radiological, nuclear (CBRN) response capability.

Cyber Centric

- There are more than 3,900 Army and Air National Guard personnel serving in 59 DOD cyber units in 40 states.
- 1,219 Guard members detected 57 “vulnerability events” while supporting the Nov. 3, 2020 national election. They provided their state's IT support; vulnerability assessments; network monitoring; vehicle/foot traffic control; and COVID-19 screening and sanitizing.
- 290 National Guard cyber warriors from 15 states also responded to 33 reported state cyber events in 2020.

Taking Drugs off the Streets

- More than \$11.2 billion of illicit drugs, weapons, property, and currency are off the streets thanks in part to the efforts of over 2,600 National Guard Counterdrug professionals assisting civilian law enforcement agencies throughout the 50 states, 3 territories and DC.
- National Guard counterdrug operations supported 1,362 law enforcement agencies and over 439 community-based organizations.
- Five National Guard counterdrug schools trained nearly 60,000 law enforcement personnel in 2020, using subject matter experts who are able to draw upon their military education, operational experience, and knowledge of DOD capabilities.

10.9 Million Days

When COVID, Wildfires, Civil Disturbances and Severe Weather hit home in 2020, Guard members in each state, territory and DC left their jobs and families to serve their communities—responding in record fashion.

Pandemic Response

- 632 Million: Meals provided by Guard members in 2020.
- 36.9 million: Masks made by Guard members in 2020.
- 16.1 million: People tested or screened for COVID-19 virus by Guard members in 2020.
- 11.5 million: Miles driven to deliver supplies in 2020.
- 2.4 million: Calls answered, made at call centers in 2020.
- 71,259: Facilities deep cleaned by Guard members in 2020.
- 19,211: Increased bed capacity at Alternate Care Facilities in 2020.

Fighting Fires

- Guard members from 19 states logged 155,108 days responding to 52,834 wildfires covering over 9.5 million acres in 2020—Maryland is 7.9 million acres.
- C-130 crews, equipped with U.S. Forest Service Modular Airborne Fire Fighting Systems (MAFFS), flew 470 missions and logged 549 flying hours while dropping over 1.3 million gallons of fire retardant.
- Air Guard RC-26 fixed-wing and MQ-9 Remotely Piloted Aircraft crews logged over 2,000 hours providing real-time fire mapping; evacuation route identification; and new fire/hot spot detection.
- Two California National Guard helicopter crews were awarded the Distinguished Flying Cross for bravery by the President after saving over 200 stranded residents from the Creek Fire.

Supporting Peace

- Guard members from 38 states logged 627,659 days supporting law enforcement agencies in 2020 by providing crowd control, monument/infrastructure security, traffic control, and roving patrol missions.
- At its peak on June 7, 2020, 43,351 Guard Soldiers and Airmen were providing civil disturbance support.

Bringing Calm after the Storms

- Guard members from 22 states supported 22 severe weather events in 2020 and a record 12 named storms.
- During hurricane responses, Guard members rescued 9,812 people; and distributed over 6 million meals, 12.1 million gallons of water, 1.6 million bags of ice,

and nearly 319,000 tarps in 2020. They also cleared over 2,700 miles of road to assist recovery efforts.

- Guard members logged 118,748 personnel days responding to hurricanes and tropical storms; 36,767 days for earthquakes; 11,340 days for floods; 5,106 days for severe weather; 3,502 days for tornadoes; and 1,174 days for winter storms in 2020.

BUILDING PARTNERSHIPS

- Competition with rivals demands greater cooperation with partners. The National Guard's network of 89 allies and partners through the State Partnership Program (SPP) provides our nation a great advantage and directly supports competition objectives outlined in the National Defense Strategy.
- Through the SPP, National Guard and partner nation personnel learn together, work together, and prepare—if necessary—to fight together.
- National Guard Soldiers and Airmen conducted more than 1,200 SPP activities worldwide in support of Geographic Combatant Commands in FY20.
 - Since 9/11, 27 SPP partner countries have contributed troops to coalition operations—15 of those SPP countries deployed forces alongside their National Guard partners.
- The SPP is a cost-effective program that provides DOD decision-makers a proven tool to help address today's security challenges and a wide range of potential future threats.
- The National Guard's reputation in disaster response at home and proven combat capability overseas makes it an attractive partner to nations faced with military and non-military threats.
 - The National Guard plans to grow two new partnerships per year.
- In the homeland, planning and training with local, state and federal responders has resulted in unified and rapid responses to man-made and natural disasters—ultimately, saving more lives and property.

SOLDIERS, AIRMEN AND FAMILIES

- Army National Guard Child and Youth Services conducted over 2,598 events for over 66,800 National Guard youth ages 6–18 in an effort to promote resilience and sustain the quality of life through high-quality support services and enrichment programs. Coordinators transitioned 202 events into virtual/online programming that might have otherwise been canceled as a result of COVID-19.
- The Air National Guard Home Community Care Program is available at over 42 Air National Guard Wings with state accredited providers offering free child care to Guard members. In FY20, the Home Community Care Program, provided over 27,000 hours of child care, spending \$290K, in support of Air National Guard families.
- The Joint Yellow Ribbon Reintegration Program helped over 31,229 service members and families connect with their local community support services before, during, and after deployments by overseeing 440 nationwide events in 2020. The Army National Guard conducted 419 events and supported 26,319 Soldiers and family members, while the Air National Guard conducted 21 events for 4,980 Airman and their families.
- The NGB Employment Support Program reached 102,141 Guard members and provided assistance to 45,385 Guard members, their families, veterans and other reserve component members seeking jobs. The effort resulted in over 4,100 job referrals and nearly 900 hires. Each state has a program support specialist.
- The Employer Support of the Guard and Reserve is a DOD program established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers. The network of 3,300 volunteers across the nation bring a vast wealth of experience to assist members resolve conflicts arising from an employee's military commitment.
- Transition Assistance Advisors impacted the lives of nearly 189,026 service members and veterans in FY20 by providing support, advocacy and information. Advisors are located at each National Guard Joint Forces Headquarters to provide resource and referral information for such issues as education, employment, VA healthcare enrollment, and disability claims.
- The Army Guard provided over \$36 million in Federal Tuition Assistance benefits to more than 19,000 Soldiers enrolled in over 71,000 courses in FY20.
- The National Guard's Strong Bonds conducted over 630 virtual retreats and events for over 17,600 Soldiers, Airmen, and their families to increase family readiness and resiliency through relationship education and training.

- Army Guard Survivor Outreach Service coordinators assisted 46,708 surviving family members in FY20, an increase of 2% over last fiscal year.
- The National Guard Sexual Assault Prevention and Response Program provided training, services and advocacy to victims of sexual assault with its 134 full-time, nationally certified Sexual Assault Response Coordinators. There are also 1,618 part-time, nationally certified Sexual Assault Response Coordinators and victim advocates.
- The Army Guard's team rendered honors at 94,285 service member funerals in FY20. The funeral honors team is projected to conduct over 104,147 requests to render burial honors for veterans and retirees in FY21.
- Due to the Army National Guard Resilience program's robust training platform, they received HQDA's only exception-to-policy to conduct a 2-week Master Resilience Training certification remotely during the pandemic. The team used the lessons learned to conduct 9 one-week and two-week trainer certification courses, helping to offset attrition caused by 3 canceled classes due to the pandemic. The Resilience program trained 648 total Master Resilience Trainers in FY20, bringing the total number of MRTs trained to 7,297.
- The MRT schoolhouse in Wisconsin is now certified to bring any Resilience, Suicide Prevention and Substance Abuse training to the 50 states, 3 territories and DC upon request. Three Army Guard MRT Mobile Training Teams provided Resilience, Risk Reduction, and Suicide Prevention training 25 times last year.
- The Army National Guard provides 54 Suicide Prevention Program managers, one to each state, territory, and DC. They provided advanced training to 76,479 Soldiers and family members in FY20, enabling them to recognize the signs of suicide, giving them the skills to intervene appropriately, and connect those in need to military and community resources.
- The Army National Guard provides between 1-to-4 contracted Risk Reduction and Prevention Coordinators in each state, territory and DC to help commanders assess high-risk behaviors that are counterproductive to readiness—such as substance abuse, sexual crimes, family violence, and suicide. Despite COVID-19 restrictions, coordinators were able to survey over 150,000 Soldiers in FY20, resulting in remote drills, risk mitigation plans for 2,588 units, and nearly 3,000 prevention training events.

Resilient Warriors

- The Chief, National Guard Bureau established NGB Warrior Resilience and Fitness to ensure multiple programs supporting the well-being and resilience of Guard members and their families are synchronized into a holistic and integrated model that leverages the Total Force Fitness framework.
- Warrior Resilience and Fitness developed a Compendium of Warrior Resilience and Fitness Strategies with over 167 research-informed programs aimed at preventing and responding to suicide, sexual assault, and substance abuse.
- Warrior Resilience and Fitness Innovation Incubator provides funding and technical assistance to 22 pilots across 29 states and territories to assist with implementation and evaluation of programs that promote resilience and prevent harmful behaviors.
- NGB signed a memorandum with the Veteran's Administration to provide greater access to behavioral health services for NG members during drill weekends. The initiative has seen an increase in the number of NG members receiving services during drill weekends (14%) and at Vet Centers (44%).
- SPRINGboard is the first NG-specific readiness tool that will help leaders make more informed decisions about the health of Service members.
- NGB partnered with the Uniform Services University and Purdue University to train community-based behavioral health providers in military culture. More than 800 providers have received specialized training.
- NGB signed a memorandum with Psych Hub to provide NG members with access to the COVID-19 Mental Health Resource Hub that has over 600 videos and podcasts that support mental health and reduce stigma about seeking care.
- NGB and the Marines partnered on the first Innovation, Prevention, and Outreach (IPO) forum to improve behavioral health, access to care, and overall well-being for geographically dispersed Reserve Component members and their families.

Give Teens a Second Chance

- Forty National Guard Youth Challenge and 5 Job Challenge academies across the country have graduated more than 187,923 cadets since the program's inception in 1993. The 5-1/2 month, Youth Challenge in-residence course takes

at-risk 16- to 18-year-olds and teaches them the life skills and self-discipline needed to succeed, while helping them to earn credits toward high school diplomas or prepare them for a GED. The 5-month Job Challenge in-residence program allows some Youth ChalleNGe graduates to obtain job certifications, credentials or apprenticeships to facilitate obtaining living wage jobs.

- Nearly 83% of all ChalleNGe graduates earn their high school diploma, GED or obtain college credits; nearly 32% go on to attend additional college or other schools.
- The per-student-cost for a ChalleNGe graduate averages \$21,450 compared to the almost \$63,000 per-year cost for a youth in juvenile custody.

25 Years in Space

- The National Guard provides our nation and DOD partners a proven capability by supplying 100 percent of its unit-equipped, surge-to-war operational reserve forces.
- Currently, the Air National Guard provides 60 percent of the Space Force's offensive space electronic warfare capability.
- The Air National Guard operates the nation's only survivable and enduring strategic missile warning/nuclear detection capability and provides the nation's strategic missile warning on the High Frontier.
- In support of DOD space missions, NG members conduct training that bolsters space capabilities and enables homeland protection.
- The Air National Guard's 14 space units in 7 states (AK, CA, CO, FL, HI, NY, and OH) and one territory (Guam) are conducting daily missions in support of global Combatant Command operations.
- Long-standing partnerships and civilian employment with state and local space entities, in both the public and private sectors, allows for access, seamless integration and immediate response.

Senator TESTER. Thank you, General Hokanson.

Next up, we have Vice Admiral John Mustin of the Navy Reserve.

STATEMENT OF VICE ADMIRAL JOHN B. MUSTIN, CHIEF, U.S. NAVY RESERVE

Admiral MUSTIN. Chairman Tester, Ranking Member Shelby, and Distinguished Members of the Subcommittee, thank you for the opportunity to appear before you today.

It's my distinct honor to report to you on the status and the vision of America's Navy Reserve.

I'd like to take this opportunity to recognize my wife Kim whose steadfast support through my nearly three-decade Navy career exemplifies the service and sacrifices typical of our military spouses.

I'd also like to express my gratitude to Navy Reserve Force Master Chief Chris Coates, my partner and confidante, who tirelessly advocates for our enlisted Reserve sailors every day.

This is also the perfect time to publicly thank my fellow Reserve service chiefs for their ongoing support, counsel, collaboration, and partnership.

Finally, I'd like to recognize the 109,000 sailors, our nearly 500 dedicated civilians, the families who support them, and the thousands of employers who value and enable the service of our citizen sailors worldwide. They are all equally critical stakeholders in the success of our Navy Reserve.

Your Navy Reserve sailors are flexible and responsive. This past year alone to address the coronavirus-19 pandemic, the Navy Reserve activated more than 7,000 sailors in direct support of the Nation's emergency response.

I remain humbled by their agility, capability, and their sacrifices as well as the enduring support of their families and employers.

Your Reserve force is also a strategic asset. Aligned with the National Defense Strategy, the Tristar Maritime Strategy, and the Chief of Naval Operations Navigation Plan, the Navy Reserve is at an inflection point, pivoting to develop essential strategic depth.

This renewed maritime focus on integrated all-domain naval power will address the provocative behavior we experience daily from a rising China, a resurgent Russia, and other ambitious authoritarian states who seek to disturb global norms and the rules-based international order.

To this end, the singular priority of the Navy Reserve is simple: warfighting readiness. Modernization of our equipment, training systems, and mobilization processes will generate efficiencies that enhance our contribution to the total force at an attractive resource-informed cost.

To ensure our sailors are operating relevant modern equipment, procurement of the Juliet Variant to replace legacy C-130 aircraft is the Navy Reserve's Number 1 equipment priority. With an average age approaching three decades and a mission-capable rate of only 25 percent, the current C-130 Tango Fleet is challenged to meet sustained fleet logistics requirements.

With the mission-capable rate of nearly 75 percent, the KC-130 Juliette, on the other hand, would provide an additional \$200 million per year in transportation cost savings to the Navy.

Similarly, modernization of Navy Reserve high-end adversary aircraft is aligned with the Navy's divestment of legacy FN-18 Hornets. Increasing Navy Reserve capability and capacity to support Navy adversary requirements will extend Active component strike fighter service life while concurrently enabling the dedication of precious fleet aircraft and flight hours to the fleet-specific operational missions they were purchased to perform.

The totality of Navy Reserve modernization also includes enhancing the processes and systems employed to mobilize our sailors. For example, adaptive mobilization will increase current activation capacity 15-fold while reducing the mobilization timeline by over 80 percent, effectively activating the entire force in 30 days.

Integral to this process is the implementation of the Navy personnel and pay system, NP-2, the single-most important administrative enhancement in decades, which will become operational in January of 2022.

Your Reserve sailors are one team. Central and vital to the generation of critical enduring advantage are our people. The Navy Reserve continues to forge a culture of excellence based on the Navy's core values, honor, courage, and commitment, and our four core attributes.

We're dedicated to fostering the diverse inclusive culture that generates our decisive warfighting advantage. They are a winning team and they are ready.

That said, delivering surge and warfighting ready maritime forces to the total force would be impossible without your continued support. Specifically, we appreciate your support in the modernization efforts of the Reserve maritime, patrol, and reconnaissance capability. The acquisition of P-8 Alpha Aircraft ensures the Reserve force continues to deliver necessary operational strategic value across the force.

Additional modernization efforts supported by the National Guard and Reserve Equipment Account, which is vital to ensuring the readiness and lethality of Reserve equipment, and ultimately the timely delivery of a fiscal year 2022 appropriations bill will provide predictability to our sailors, to their families, to their employers, and, most importantly, to our global combatant commanders.

Chairman Tester, Ranking Member Shelby, I remain humbled every day by the commitment and contribution of our citizen sailors, our dedicated civilians, and the supporting families that collectively are your Navy Reserve. They all serve our Nation with distinction every day in every theater around the globe 24/7/365. They are the sentinels of our security.

Their readiness is not coincidental nor guaranteed and yet our Navy and our Nation are counting on them to be ready when called. With your continued support, they will deliver proudly and capably.

I thank you for your support and attention and I welcome your questions.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL JOHN B. MUSTIN

Chairman Tester, Vice Chairman Shelby, distinguished members of the Committee, it is my distinct pleasure to report to you today on the contribution of the Navy Reserve to the national defense, both as it stands today and as we urgently adapt to address future challenges.

The Navy Reserve, like the Reserve Service of each other military branch, provides the strategic depth and surge capacity necessary to assure the security and prosperity of the United States, whenever and wherever needed. In the two decades since 9/11, the Navy Reserve has executed 93,362 mobilizations, with 69,449 individual Sailors responding to support the global war on terrorism and related military operations and contingencies. This past year, in response to the acute early phase of the Coronavirus-19 (COVID-19) pandemic, the Navy Reserve mobilized to support the missions of USNS COMFORT and USNS MERCY in New York and Los Angeles to relieve overburdened local hospitals. In total, the Navy Reserve has executed 7,310 activations as part of the nation's emergency response to the pandemic, and today nearly 900 Reserve Sailors are serving on active duty in support of COVID-19 related missions. These examples highlight the flexibility, readiness and value our citizen-Sailors provide. And yet, these significant contributions merely hint at what may be required from the Navy Reserve in a future conflict with a near-peer maritime competitor.

As the President recently expressed in his Interim National Security Strategic Guidance, the United States must "renew our enduring advantage" in response to growing rivalries with China, Russia, and another authoritarian states. The Navy, in partnership with the Marine Corps and Coast Guard, is urgently adapting to generate Integrated All-Domain Naval Power to confront these and other emerging challenges, and the Navy Reserve is similarly transforming to prepare for the future. Last year, I issued the Navy Reserve Fighting Instructions, directing the

Reserve Force to adapt to address the challenges authoritarian regimes pose to the free, open, rules-based international order we have enjoyed for decades. Firmly aligned with the Tri-Service Maritime Strategy and the Chief of Naval Operations' (CNO's) Navigation Plan (NAVPLAN), these Fighting Instructions make clear that my number one—and only—priority for the Navy Reserve is warfighting readiness.

The focus on warfighting readiness begins with our people. The Navy Reserve will continue to foster a diverse, inclusive team of Sailors and Civilians who view respect as our cornerstone attribute. We recognize the critical importance of forging cohesive teams that succeed in cooperation, prevail in competition and win in conflict. We are actively addressing extremism and promoting a positive culture based on the Navy's core values of honor, courage, and commitment. Additionally, the Navy Reserve invests heavily in programs that provide services to those at risk for destructive behavior. With the Culture of Excellence Campaign as our foundation, we will continue to modernize the systems supporting our Sailors and target our investments to train a highly effective warfighting force.

While central and critically important, our team of highly trained and motivated Sailors alone will not win the day in a modern conflict. Achieving warfighting readiness also demands that we provide our Sailors with cutting-edge warfare systems and equipment. For capabilities with relatively low peacetime operational requirements, the reserve component is a cost-effective alternative for providing surge capacity during a conflict. To ensure interoperability with the Navy and Joint Force, the Navy Reserve plans to acquire modern capabilities and to upgrade legacy platforms. As we have demonstrated for over a century, investment in Reserve equipment and capabilities provides the Navy with surge capacity for long-term strategic competition at a favorable, resource-informed cost.

Our modern, highly trained fighting force must be capable of surging to the battle quickly. To that end, the Navy Reserve is modernizing its mobilization infrastructure to assure the ability to mobilize the entire Selected Reserve population—roughly 50,000 Sailors—within 30 days. The design and implementation of a distributed activation process will rely on regional and local Navy Reserve Activities to mobilize Reserve Sailors directly to their wartime billets. Advanced data analytics will allow us to better predict and address the availability of Sailors for mobilization. We are also leveraging information technology to create efficiencies that enable operational capability for our geographically distributed force. Together, these changes will make the Selected Reserve more responsive and accessible to emergent crises and conflict.

Timely, predictable and relevant funding from Congress is critical for the Navy Reserve to meet mission requirements and, as always, we are grateful for your continued support and enduring interest. Specifically, keeping the Reserve Personnel Navy account funded at President's Budget levels enables the Reserve Force to generate warfighting readiness through trained Sailors who are ready to fight and win in the early stages of conflict and sustain combat operations following the outbreak of hostilities. Continued Congressional support will ensure that the Navy Reserve provides relevant, modern capability and capacity and a resilient surge force today, and into the next decade and beyond.

People

Future conflicts will demand a great deal from the men and women of the Navy Reserve. Our Sailors, Civilians and the families who support them collectively embody a Culture of Excellence that makes a formidable fighting force. To provide a ready, capable force, we owe our Sailors exceptional training, modern equipment, and a network of support that enables them to balance civilian jobs, military requirements, and family obligations.

Culture

Consistent with the Chief of Naval Operations' direction, the Navy Reserve continues to nurture a Culture of Excellence and to develop the resiliency of the force, while eliminating destructive behavior of all kinds. The warfighting readiness of the Navy Reserve depends on a diverse force with varying perspectives, united by a firm resolve to uphold our core values of honor, courage and commitment. Our organization has no tolerance for discrimination, extremism, or sexual assault and sexual harassment. Similarly, we are committed to the mental wellness of our Sailors and addressing the complicated and tragic issue of suicide.

DIVERSITY, EQUITY AND INCLUSION

The Navy Reserve is committed to cultivating diversity, equity and inclusion across the Force. This effort promotes organizational trust and transparency, and is a key factor in generating and maintaining warfighting readiness. To this end, the Navy Reserve played an active role in Task Force One Navy's efforts to identify and dismantle barriers to equality. We will continue to fortify a culture that values diversity and will inculcate the CNO's ten Signature Behaviors as a way of life for our Sailors and their families. These efforts leverage our differences and capitalize on individual strengths to create a cohesive and unified force where each Sailor's unique experiences, background and contributions are valued.

In alignment with the Secretary of Defense's direction, the Navy Reserve is also committed to eliminating extremism in the Force. Our policies prohibit Reserve Sailors from participating in organizations that advance supremacist, extremist or criminal gang doctrine, ideology and causes. This prohibition includes organizations that advocate illegal discrimination or encourage the use of force to deprive individuals of their civil rights. Leaders in the Navy Reserve are empowered with the full range of disciplinary authority, including administrative separation and criminal prosecution, to deal with Sailors who engage in extremist activities. We are also incorporating screening for these behaviors and ideologies as new Sailors apply to join

the Reserve Force. We value inclusion and will remove those individuals whose extreme views are contrary to the law or our standards of conduct.

SAILOR WELLNESS

Each Sailor, Civilian and family member is invaluable to our warfighting force, and we are dedicated to ensuring their wellness. The 21st Century Sailor office provides the policy guidance for the support network, programs, resources, training, and skills needed for our Sailors and families, both active and reserve, to overcome adversity and thrive. Tailored to our deploying and returning Sailors, the Yellow Ribbon Reintegration Program provides preemptive services, such as Returning Warrior Workshops, Deployment Readiness Training, and Deployment Health Assessments to address challenges facing Reserve Sailors and their families while serving the nation. We also provide the Psychological Health Outreach Program (PHOP) as a resource to enhance the resiliency of our Reserve Sailors. PHOP counselors and coordinators provide Resiliency Check-In events to new Sailors and Commands, enabling one-on-one mental wellness assessments and electronic behavioral health screening for immediate access to services.

In addition to programs that promote Sailor well-being, we provide safety nets for those Sailors who are struggling with depression or post-traumatic stress, and who may be at risk for suicide. To prevent such tragedy, we provide easily accessible resiliency-building resources, promote seeking support as a sign of strength, and encourage the connectedness of our people. Sailor Assistance and Intercept for Life, an evidence-based suicide prevention program, provides rapid assistance, ongoing risk assessment, and care coordination and reintegration assistance for activated Reserve Sailors who have demonstrated suicide related behavior. The prevention of suicide is an “all hands on deck” effort.

ELIMINATING SEXUAL ASSAULT AND SEXUAL HARASSMENT

All members of our team perform at their best when the prevailing culture is one of inclusion, diversity, and respect. Conduct contrary to these values undermines our readiness and impacts our ability to execute warfighting missions. Sexual assault and sexual harassment are crimes that must be eliminated. We are breaking down the barriers that lead to non-reporting, and training all Sailors on the programs available to assist them in addressing sexual assault and sexual harassment. The Sexual Assault Prevention and Response program is an integral piece of our concerted effort to eliminate sexual crimes in the Force. Leaders at every level are responsible and accountable for the culture of their command and our resolve to eliminate sexual assault is focused and indefatigable.

Supporting Our Sailors

Just as our Sailors cannot thrive without a positive culture, they would be hamstrung without practical policies and processes that enable their service. To that end, we are streamlining pay and personnel processes that govern how we bring Reserve Sailors onto active duty and how they are paid. Duty status reform, incentive pay and bonuses, and the Navy Personnel and Pay (NP2) system are the practical means that retain the best Sailors and help forge an effective warfighting force.

DUTY STATUS REFORM

For the past 25 years, efforts to reform the complex system of RC duty statuses have garnered attention without closure. Recently, in response to urgent tasking to combat the Coronavirus pandemic, we placed Navy Reserve Sailors in important roles, but in a variety of dissimilar order types. The varied benefits associated with myriad duty statuses makes it possible for us to compensate Sailors differently, and to provide dissimilar protections, for equivalent work—a situation that highlights the need for reform, simplification and standardization. The Navy Reserve supports the Department of Defense’s efforts to consolidate and simplify the approximately 30 existing Reserve duty status legal authorities. This consolidation will address imbalances and disruptions in pay and benefits, reduce overall complexity, and ensure programming and budgeting processes align to the categories, purposes, and duration of the orders.

NAVY RESERVE SPECIAL AND INCENTIVE PAY AND BONUSES

The Navy Reserve must recruit and retain Sailors with the skills required to compete and win in today’s challenging security environment. Recognizing that many of our Sailors’ specialized skills are highly sought after in the civilian marketplace, we provide special and incentive pay and bonuses to attract Sailors in hard-to-fill specialties. The current bonus structure for Reserve incentive programs is critical

to mitigating manning shortfalls in specific, high-demand skills and paygrades. Sustained Congressional support of predictable, critical RPN funding is necessary to ensure the Navy Reserve can attract and deliver the talent we need to prevail in a modern conflict.

NAVY PERSONNEL AND PAY

Pay problems, largely caused by antiquated pay systems, continue to challenge and frustrate our Reserve Sailors and their families. An integral component of the MyNavy HR Transformation, the Navy Personnel and Pay (NP2) system offers a modernized pay system that will enhance the quality of life for our citizen-Sailors while serving our nation. NP2 will integrate active and reserve component personnel and pay systems into a single Navy system. Specifically, in 2022, NP2 will achieve Initial Operating Capability for Treasury Direct Disbursement, with continued development of Personnel products and capabilities to achieve Full Operating Capability. The resulting changes will enable Reserve Sailors to seamlessly transition on and off active duty, without a disruption in pay. A seamless transition to active duty provides the efficiency necessary to mobilize large numbers of Sailors in a short time, as may be anticipated when surging forces to confront a near-peer rival. Similarly, this system will enable seamless demobilization processing without the burdensome, manual pay processes that characterize today's workflow.

Training the Warfighter

Changing global dynamics and growing rivalries with authoritarian states demand a renewed focus on maritime tactics, techniques and procedures. With an inclusive culture and supporting systems as a foundation, we will emphasize training our Sailors to develop the critical warfighting skills required to prevail in high-end conflict. We are assessing and updating policies to focus our Sailors on training for their mobilization billets, while reducing land-based individual augmentations and distracting administrative commitments unrelated to the Navy Reserve's traditional maritime role.

MOBILIZATION TO BILLET

Following the tragic events of September 11, 2001, the Navy began augmenting the Joint Force with Sailors who deployed as Joint Individual Augments (IAs) to alleviate land forces' high operational tempo during Operation Enduring Freedom and Operation Iraqi Freedom. Initially, the Navy sourced IAs from both the active and reserve components equally based on mission suitability. Over time, however, the reserve component assumed the majority of IA mobilizations. Specifically, in the last three years (FY18, 19 and 20), the RC sourced over 76% of the Navy's IA requirements, many outside the maritime domain. During this same period, the Navy Reserve has adhered to the Department of Defense's mobilization to dwell ratio policy. Under this policy, following a one year deployment, each Sailor requires Secretary of Defense approval to deploy with their unit if less than four years from the previous mobilization period, resulting in a loss of strategic depth and reduction in the capability and readiness of their unit. At present, with 9% of the force mobilized on IA missions and 18% sequestered in dwell, 27% of the Force is effectively fenced from surge mobilization as a result of IA demand. Eliminating involuntary, non-maritime individual augmentation requirements will restore strategic depth, and more effectively focus the Reserve Force on critical naval roles at sea and ashore.

Future conflict with our maritime rivals may come with minimal advanced warning, leaving little time to prepare. Our renewed focus on potential maritime conflict recognizes that a rapid response requires Selected Reserve Sailors to be trained and proficient in the functions and tasks associated with their programmed wartime billets. This mobilization-to-billet concept demands all Selected Reserve personnel train to the requirements of their warfighting role, ready to contribute to the fight in the earliest stages of conflict. Under a train-mobilize-deploy model, Reserve units will mobilize and deploy together as a unit, rather than individually, to conduct the warfighting missions they will have trained in advance to perform.

Capability and Capacity

To confront near-peer maritime rivals, the Navy Reserve will adapt its Fleet Design to provide the Navy with a cost-effective, sustainable, warfighting and surge-ready Total Force, structured to prevail in future competition and conflict. A critical aspect of this transformation is modernization of legacy platforms, systems, and equipment to ensure alignment with the latest Navy, Marine Corps, and Coast Guard operating concepts. The future fight may also require the strategic depth provided by our Individual Ready Reserve (IRR), and as such, we are updating our policies, systems, and processes to enhance IRR accessibility and effectiveness.

Future Fleet Design

The Navy Reserve is optimizing its force structure to develop warfighting capabilities that generate the strategic depth required for long-term strategic competition. My Fighting Instructions directed Reserve leaders, in close coordination with their active component counterparts, to assess the requirement for additional Reserve capability or capacity to address future challenges. For example, increasing complexity and the prospect of global conflict will require Fleet commanders to provide command and control of a large number of distributed Navy and Joint forces. Innovative Navy operating concepts call for distributed operations in contested environments, presenting logistics and communications challenges where peacetime solutions that leverage civilian supply chains and communications infrastructure may prove unreliable. Manning shortfalls in critical areas in the active component, combined with an intractable maintenance backlog, may challenge the Navy's ability to surge fleet forces in response to a crisis. The contest in the space and cyber domains and a greater leveraging of unmanned systems are transforming the nature of modern warfare, requiring specialized knowledge and skills. We will base decisions to place such capabilities or capacities in the reserve component on the Reserve Force's ability to deliver these capabilities at a reduced cost, within acceptable risk, relative to the active component.

Equipment Modernization

The Tri-Service Maritime Strategy and CNO's NAVPLAN mandate that the Navy Reserve keep pace with our active duty counterparts to provide seamless integration with the force. We are actively pursuing modernization of the Reserve Force to ensure interoperability between active and reserve platforms and systems, and divesting legacy systems that have exceeded their useful life. Last year's purchase of Reserve P-8 aircraft to recapitalize two aging—but highly operational—P-3C squadrons was a significant step forward in this endeavor.

NAVY UNIQUE FLEET ESSENTIAL AIRLIFT

Since World War II, the Navy has relied on aviation combat logistics to enable the expeditionary requirements associated with global naval operations. Operated entirely by the Navy Reserve, Navy Unique Fleet Essential Airlift consists of 30 C/KC-130T and 17 C-40A aircraft that provide the Navy's sole source of organic intra-theater air logistics. These platforms are capable of providing oversized cargo (F-35 engines, AMRAAM and Harpoon missiles, submarine masts, etc.) to forward-deployed and expeditionary Naval Forces, a critical link in the warfighting supply chain. Last year, fleet logistics (VR) squadrons flew 22,707 flight hours and transported 111,625 passengers and 22.2 million pounds of cargo for the Navy and the Department of Defense. Executing these missions generated a cost avoidance of nearly \$1.0 billion per year relative to alternative means of transportation.

At the height of the COVID-19 pandemic, Navy Reserve VR squadrons ensured the continuity of Navy training pipelines, safely flying Sailors between training sites when commercial options were reduced or unavailable. Supporting global operations, VR squadrons also transported personnel between U.S. overseas bases around the world. Specifically, C-130 missions increased 7.5% (from 817 missions to 878), while flight hours increased 16.6% (from 7,922 to 9,235 hours). Even with the increased execution of flight hours and missions, demand continues to increase for C-130 lift, with unmet lift requests reflecting a gap between demand and capacity. To date, FY21 indicates an even greater demand for cargo this year than in FY19 and FY20.

Procurement of the KC-130J to replace the legacy C/KC-130T is the Navy Reserve's top equipment priority. Transitioning from legacy airframes to the modern KC-130J aircraft is necessary to fill critical capability and capacity gaps and ensure interoperability with our active and reserve component Marine Corps and Air Force partners, who have already transitioned to the KC-130J. Every mission capable aircraft generates an average of \$48.6 million in cost avoidance for the transport of equipment. The current Mission Capable rates of the C/KC-130T average 25% of Total Aircraft Inventory, and required modifications of that legacy airframe will limit aircraft availability to a maximum of 33% until 2030. Comparatively, we expect to realize a 70% mission capable rate for the KC-130J which will provide an additional \$200 million per year in transportation and cost savings to the Navy. The current C/KC-130T fleet struggles to meet current fleet demand and lacks the required capability and capacity to meet wartime intra-theater logistics requirements, a situation best remedied through recapitalization.

AVIATION ADVERSARY TRAINING

The Reserve Tactical Support Wing (TSW) maintains 31 F-5N/F aircraft to provide low-to-mid level threat replication. These aircraft are split between two squadrons: VFC-111 at Naval Air Station (NAS) Key West, Florida, and VFC-13 at NAS Fallon, Nevada. In order to increase Adversary capacity, the Navy purchased 11 F-5E/F aircraft from Switzerland in FY20. Prior to delivery, these aircraft will receive modern avionics and an airframe reconfiguration to match the current active Navy airframe configuration. These 11 aircraft will deliver to TSW squadrons from 2022–2025 as F-5N+/F+, increasing both capacity and capability.

TSW currently provides critical high-end Adversary support to the Fleet with 27 F/A18A–D aircraft assigned to VFA-204 at NAS Joint Reserve Base New Orleans, Louisiana, and VFC-12 at NAS Oceana, Virginia. Due to the extremely high projected cost per flight hour (+\$44,000) of these “Legacy Hornets,” the Navy is accelerating divestment from the F/A-18A–D aircraft. VFC-12’s transition from the F/A-18A–D Hornet to the Block I FA-18E/F Super Hornet in FY21 is the first step towards accelerating Legacy Hornet divestment. Because there is an insufficient quantity of F/A-18E/F Super Hornet aircraft to recapitalize the entire F/A-18A–D fleet assigned to TSW, a plan has been proposed to replace the F/A-18C with F-16 aircraft from the United States Air Force and Air National Guard. Providing the Fleet with advanced, high-fidelity Adversary support will require future funding to further modernize these aircraft with threat representative capabilities such as Infrared Search and Track Systems and the evolution of the Adversary data link known as RedNet.

Within the next decade, 62% of the Navy Reserve’s current Adversary aircraft will be retired due to the high cost of each service hour, or because they have reached the end of their service life. Recapitalization and expansion of Adversary capacity in the Navy Reserve presents a cost-effective, sustainable solution to develop warfighting readiness. In FY20, active component Strike Fighter squadrons flew 13,129 hours of Adversary support, generating more than half of the total Navy Adversary hours while adding costly flight hours on inventory-limited fleet aircraft. Flying more Adversary hours in the Reserve increases service life of those active Fleet Strike Fighter aircraft and at the same time reduces overhead operational costs. As such, increasing Navy Reserve support to Navy Adversary requirements will improve active component Strike Fighter service life, while enabling the dedication of Fleet flight hours to train for warfighting readiness.

Warfighting Capacity: Individual Ready Reserve Management

A highly trained, well-designed Selected Reserve with the latest equipment may still be insufficient to confront our maritime rivals. In global conflict, the Navy will require ready access to the additional capacity and talent resident in the Individual Ready Reserve (IRR). The Navy’s IRR consists of 41,000 trained Sailors with previous service in the active component or Selected Reserve, now serving in a non-pay, non-participation status. IRR Sailors have residual military service obligations and are available for Selected Reserve accessions, as well as mobilization to support Navy and Joint operations. The emergence of COVID-19 provided an opportunity to re-imagine how we employ the IRR, prioritize and facilitate participation, and examine our abilities to leverage resident skills to meet warfighting requirements. In alignment with Navy Reserve Force initiatives and the Chief of Naval Personnel, we are exploring programmatic changes that enable proactive management of the IRR to improve readiness and reconstitute the strategic depth of the Total Force.

Mobilization Infrastructure and Technology

A growing rivalry with near-peer maritime competitors demands the capability to rapidly surge forces for conflict. The Navy Reserve is adapting our mobilization processes and leveraging Information Technology to meet this demand.

Total Force Mobilization

The Navy Reserve is transitioning from a mobilization process tailored to meet Joint IA demands associated with the global war on terrorism, to one that accelerates access to the reserve component by providing greater throughput suitable for the demands of an evolving security environment. This new process, known as Adaptive Mobilization, requires achieving efficiencies in Full Time Support (FTS) manpower across geographically distributed mobilization centers. Realignment of selected Navy Operational Support Centers (NOSCs), and the Sailors who staff them, is necessary to realize this efficiency.

ADAPTIVE MOBILIZATION

Surging to respond to the COVID-19 pandemic, the Navy Reserve first operationalized the Adaptive Mobilization concept in the face of real-world urgent demands. Nearly 1,000 Sailors mobilized through their local Navy Reserve Activity rather than through a single, centralized processing site as Sailors had done for the last decade. This change eliminates the bottleneck associated with the legacy process and promises strategically significant improvements in accessing the force in large-scale global conflict.

NAVY OPERATIONAL SUPPORT CENTER REALIGNMENT

The Navy Reserve maintains at least one Navy Operational Support Center (NOSC) in each of the 50 states and two US territories. This presence has historically provided Navy representation in communities far from fleet concentration areas. To achieve the accessibility improvements promised by Adaptive Mobilization, however, the current infrastructure profile requires realignment. A rigorous review of all 122 NOSCs identified opportunities for consolidation to reapply FTS manpower for the Adaptive Mobilization model. Closure decisions will be based on criteria that includes the presence of other NOSCs in close proximity, whether the center is on a military facility, changes in the local Selected Reserve population, the age of the facilities, and operating and repair costs. Should any NOSC be identified for consolidation, we will redistribute the FTS staff to support implementation of the Adaptive Mobilization model across the force.

These changes will significantly accelerate our ability to surge Sailors to the fight and meet warfighting requirements. Further, they simultaneously reduce sustained force protection risk, administrative redundancies, and operating and maintenance costs. Additionally, consolidation will mitigate the inherent risk to aging infrastructure from forces such as climate change. For example, in FY21, we spent \$600,000 for hurricane damage and repairs, and there are repairs remaining from the FY21 Texas freeze and other hurricane disasters. Closing a select few NOSCs will capture cost savings, reduce redundancy, divest aging infrastructure, and allow strategic investment in the redistribution of Full Time Support manpower to support Adaptive Mobilization processes. NOSC realignment will better position the Navy Reserve to adapt to meet the changing needs of the global security environment.

Information Technology

The Navy Reserve leverages information technology (IT) capabilities to enable the training and readiness of a geographically distributed force and has begun to employ data analytics to achieve greater efficiencies for force mobilization.

CLOUD COMPUTING, MOBILITY INNOVATIONS AND DIGITAL CAPABILITIES

The Navy Reserve's strategy for information technology provides approximately 59,000 geographically dispersed Ready Reservists world-wide access to critical IT business systems. The strategy emphasizes improving efficiency and lethality through three core technological advances: Cloud Computing, Mobility Innovations and Digital Capabilities. Secure mobile applications, innovative technological solutions that simplify processes, and the use of data science to inform strategic decisions are force enablers that keep the Reserve Force operating in a technologically advanced battle space. During the peak of the COVID-19 pandemic, the Navy Reserve seamlessly continued mobilization and warfighting readiness and training requirements as well as steady operational support due to IT capabilities on par with commercially available technology.

NON-DEPLOYABILITY ANALYTICS

The Navy Reserve is maturing its data analytics capability to reap the benefits of advances in data science and emerging technologies such as Artificial Intelligence and Machine Learning (AI/ML). Navy Reserve Sailors must meet deployability standards to be eligible for mobilization to the battlefield. Using AI/ML, we have developed an application that accurately predicts those Reserve members at highest risk for mobilization cancellation. More importantly, the Mobilization Assurance and Assistance Program for SELRES (known as MAAPS) identifies unique factors for each Reservist in much the same manner as a "FICO score," allowing leadership to tailor interventions to their particular challenges, thus increasing the overall deployability of the Force.

CONCLUSION

The Navy, Marine Corps, and Coast Guard are urgently adapting to provide Integrated All-Domain Naval Power to address the reemergence of maritime rivals. Similarly, the Navy Reserve has prioritized warfighting readiness to provide a surge-ready Total Force capable of defending the nation, as we have done for more than a century. The Navy Reserve is committed to forging our Sailors into an effective maritime warfighting force, underpinned by a strong cultural foundation, shared values, and tactical proficiency. A future fleet designed around capabilities that provide a decisive advantage, enabled by modern platforms and hardware, will ensure the Total Force prevails in competition or conflict. Greater efficiencies realized through advances in our mobilization infrastructure and information technology will provide the ability to deploy war-winning forces rapidly to the conflict theater. These enhancements to the generation of the Navy Reserve's warfighting readiness support the strategic direction reflected in the National Defense Strategy and current service doctrine, and will contribute to prevailing in conflict if necessary.

On behalf of the men and women of the United States Navy Reserve, thank you for your steadfast support of Navy Reserve Sailors, Civilians, families, and employers. The Navy Reserve enjoys a 106 year history of facing and overcoming challenges. Beginning with our founding in 1915, anticipating the emerging global insecurity of the First World War, adapting to the capability, capacity, and scale required by the Second World War, evolving during the long phases of the Cold War and into the Global War on Terror, our Navy Reserve has adapted in each era to answer the emerging challenges of national security. Today, we have entered a new era with new challenges. With your continued support, we will lead the adaptation of our Navy Reserve to address the current and future global environment with speed and agility.

Senator TESTER. Thank you, Admiral Mustin.

Next, we have Lieutenant General Richard Scobee, the Air Force Reserve.

**STATEMENT OF LIEUTENANT GENERAL RICHARD W. SCOBEE, CHIEF,
U.S. AIR FORCE RESERVE**

General SCOBEE. Hello, Chairman Tester, Ranking Member Shelby, and Distinguished Members of the Subcommittee.

It's an honor for me to be here today with my other service counterparts, and it's also an honor for me to represent the airmen of the Air Force Reserve.

I would normally be joined today by my senior enlisted advisor, Chief Master Sergeant Tim White, but he is supporting the Chief Master Sergeant of the Air Force and the Chief Master Sergeant of the Space Force at their Quality of Life Hearing with the House.

As a command team, the Command Chief and I are continually amazed at the accomplishments of our Air Force Reserve citizen airmen, despite every challenge that has been put in front of them over the past year.

The Air Force Reserve is a cost-effective, accessible, and ready force. We provide strategic depth with rapid surge capability across every Air Force core mission set. We do so cost effectively because we are predominantly a part-time force and we are an accessible force, contributing globally to Joint Force operations every day, and, finally, we are a ready force.

When the Nation needed rapid pandemic response, we had medical personnel on the ground in New York City and New Jersey within 48 hours of being notified. We provide strategic depth for national defense while operating on only 3 percent of the Air Force budget.

We're committed to attracting top talent and fostering a culture of inclusion where every airman is valued and can thrive.

With Congress's assistance, we preserve pre-pandemic gains in both individual and unit level readiness and through things like force innovations, such as virtual training. We modernize key weapon systems and lessen critical manpower shortfalls. We increased our organizational effectiveness and enhanced our ability to provide excellent care for citizen airmen and their families through internal reforms and process improvements.

The Air Force Reserve invests every congressionally-enacted dollar for maximum return. We are grateful for the \$19.5 million we received in CARES (Coronavirus Aid, Relief, and Economic Security) Act funding, which allowed us to rapidly scale our telework capability to protect our workforce during the pandemic.

We are also grateful for continued direct hire authority for critical career fields. Last year with this authority, we significantly increased our Air Reserve technician pilot manning from where it was at 75 percent the last time we talked to 97 percent today.

Our requested fiscal year 2022 budget will ensure the Air Force Reserve meets national defense strategy objectives and the multi-domain force that we need.

We are in step with the Chief of Staff of the Air Force's vision to accelerate change or lose. We are able to compete with our nation's adversaries across the spectrum of conflict and will continue to do that by capitalizing on our readiness gains we made last year.

We diligently request only those funds we can execute, the Reserve personnel appropriations and operation, and maintenance funds which drive our readiness. These accounts fund our training, our flying hours, mobilization requirements, our equipment maintenance, and our salaries.

In particular, our flying hour and civilian pay programs have taken considerable reductions in recent years, rightfully so, due to insufficient justification and an overestimation of funds that we needed.

We've made significant internal strides in adjusting these accounts, and I look forward to working with you to enhance readiness and reduce risk in our fiscal year 2022 budget.

I also want to thank you for enabling access to Tricare Reserve Select. We are all on this panel in agreement that this major legislative accomplishment will offer affordable continuity of care for our members and their families.

However, the legislative currently doesn't take effect until 2030. To improve our Reserve force's quality of life and readiness, I request your support for accelerated implementation and funding of this healthcare access.

One final area I would like to touch on is equipment parity. We accomplish this primarily through the National Guard and Reserve Equipment Appropriation. NGREA enables us to modernize equipment, sustain our capability, and replace obsolete equipment to maintain parity with the Active component when recapitalization is not feasible.

Parity is critical to seamless total force integration and we remain grateful for these appropriations and cannot overemphasize how vital they are to our readiness. I appreciate your support for NGREA now and in the future.

Thank you for the opportunity to be here before you today and for your steadfast support as we ensure the Air Force Reserve remains prepared to defend our great Nation and the American people. I look forward to answering your questions.
[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL RICHARD W. SCOBEE

As an integral component of the Total Force, the Air Force Reserve provides experienced manpower and critical capabilities for our National Defense. Our Citizen Airmen are interchangeable, interoperable, and integrated across the Total Force. We execute the full spectrum of Department of the Air Force missions, while providing daily operations at a fraction of the cost of a standing force.

Total Force operations require Total Force readiness. The Air Force Reserve must be structured, trained, and equipped for the future fight. Operational success in tomorrow's battlespace requires an agile, modern force. We must be prepared to provide ready forces for joint operations, defend our homeland, counter violent extremist organizations and rogue nations, and deter aggression through nuclear and conventional readiness.

Because of the hard work and support of Congress, we were able to make steady gains in readiness during Fiscal Years (FY) 2018 and 2019 and preserve those gains in FY 2020. Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act was integral in our efforts to maintain readiness during the pandemic. With nearly \$19.5 million in additional funding, we were able to invest in needed software and information technology infrastructure, allowing us to preserve our force and provide virtual training. With this investment, we scaled from an average of less than 1,000 remote workers to supporting nearly 15,000 across the Total Force. Passing legislative relief to allow Reservists to complete a qualifying year for retirement if the COVID-19 pandemic prevented them from doing so, has the potential to be extremely beneficial by preventing career disruption.

With the assistance of Congress, we have preserved both individual and unit level readiness across the Air Force Reserve. Our nuclear deterrence forces are mission ready, and we increased our priority unit readiness. We modernized key weapon systems and lessened critical manpower shortfalls. Through internal reforms and process improvement initiatives, we increased our organizational effectiveness and enhanced our ability to provide excellent care for our Citizen Airmen and their families.

While we continue to preserve our force and readiness, we still face challenges. Due to limited resources, the Air Force Reserve will continue to balance requirements and prioritize critical system upgrades to our aircraft to enhance our ability to provide relevant warfighting capacity to the Total Force in order to enable joint all-domain operations. Additionally, we will begin to prioritize backlogged infrastructure and facilities requirements within our existing resources to optimize our training.

The Nation's adversaries have studied our vulnerabilities and employed technological advances to exploit them, thereby eroding our longstanding advantages, altering the nature of warfare, and expanding conflict into new domains. The changing battlespace has given rise to new operational missions and generated a need for advanced capabilities.

In his paper, Accelerate Change or Lose, the Chief of Staff of the Air Force presented a clear case for the changes needed to ensure we are able to meet the challenges of the security environment. Accelerate Change or Lose outlines a path toward ensuring the Total Force is ready when called to defend our Nation and its interests. Because we are involved in every core Air Force mission set, nearly every Active Component initiative impacts the Air Force Reserve. To remain relevant contributors to joint operations, we must maintain interoperability as a Total Force. We optimize our operational capability when we maintain parity with our Active Component counterparts. The concurrent fielding, recapitalization, and divestment of airframes, systems, and equipment is essential to the Air Force Reserve's ability to more effectively integrate within the Total Force. Associations between geographically co-located Active and Reserve component units greatly enhances this integration, providing multiple benefits to the Total Force at the best value for the American taxpayer.

Our readiness, operational capabilities, and success as an organization all depend on our Reserve Citizen Airmen. They are both the heart of our organization and its foundation. Our Reservists are incredibly talented. Their diversity and high level of experience multiplies our operational capabilities, and their dedication enables exe-

cution of our mission. It is therefore incumbent upon us to develop our Airmen as individuals, technical experts, and leaders, ensuring they have the resources and support they require. We are absolutely committed to providing excellent care to our Citizen Airmen and their families.

The Air Force Reserve is a cost effective force, and will continue its excellent stewardship of American taxpayers' dollars.

THE AIR FORCE RESERVE IN THE TOTAL FORCE

The Air Force Reserve is a predominantly part time force which, when mobilized, provides full time support to the Joint Force. In addition to our daily contributions to global operations, we provide rapid surge capability and strategic depth for national defense. We participate in almost every Active Component mission, operating as part of an integrated Total Force across nearly all Air Force core functional areas and weapon systems.

On average, over 6,000 Reserve Citizen Airmen contribute to world-wide operations every day. Typically, approximately two thirds of those Airmen are volunteers. Our personnel support all combatant commands and are deployed to every geographic area of responsibility. Last year, approximately 5,500 Airmen mobilized or volunteered to support operations in response to the COVID-19 pandemic. Within 48 hours of a request for forces, we were able to generate airlift to ensure that 120 medics were in place in the New York City metropolitan area. In total, 274 medical personnel were deployed to the northeastern United States in support of the national COVID-19 response, representing the largest unplanned mobilization of Reserve forces since 9/11. Last year, our Reservists provided nearly two million days of support to the Active Component and the Joint Force.

In addition to supporting global military operations, the Air Force Reserve partners with and supports multiple federal and civil organizations and institutions. We routinely participate in humanitarian aid and disaster relief efforts. We also support global scientific research programs in addition to education and technology initiatives. This year, we added new winter weather reconnaissance capabilities to collect data on Atmospheric Rivers on the West Coast, supporting the National Oceanic and Atmospheric Administration (NOAA) in forecasting floods. We also flew 164 missions to cover 20 of 30 named storms.

In 2020, the nearly 4,000 Reservists supported 91 service, joint, and multinational exercises, increasing Joint Force integration and strengthening relationships with allies and partner nations. The COVID-19 pandemic increased exercise participation manpower costs, as restriction of movement measures mandated significant personnel isolation before and after exercises. The pandemic also resulted in 53 planned exercises being cancelled. This resulted in nearly 4,000 Reservists missing an opportunity to receive readiness or proficiency training and approximately \$11 million in unobligated Reserve Personnel Appropriations.

Approximately 75 percent of Air Force Reserve members serve part time. In addition to their military training and experience, our part time force brings a wealth of knowledge and expertise from their civilian careers to their military service. This strengthens our capabilities, enables the integration of civil sector best practices, and facilitates beneficial partnerships with industry and other institutions. Many of our members have civilian careers similar to their military jobs, which enables Citizen Airmen to bring scope and depth to their military positions. This is particularly advantageous for emerging and evolving missions, such as cyber and space, into which we actively recruit personnel with civilian experience.

The Air Force Reserve provides the Total Force with a method to retain talent, by providing a continuity of service options for Active Component members who would otherwise separate. The Department of the Air Force understands the importance of retaining experience and talent, and seeks to leverage the value, which the Reserve Component brings to the Total Force. In addition to using Total Force partnerships to place newly trained members in units with highly experienced personnel, the Air Force is currently exploring flexible service options designed to allow members to easily transition between components of the Total Force. The Air Force Reserve fully supports these efforts, which will benefit our Airmen, our readiness, and our national defense.

Total Force Integration is exemplified by associations between geographically collocated Active Component and Reserve units. In this construct, equipment resources are officially assigned only to the lead unit, but are shared between the lead and associate unit. Associations further enhance our interoperability and give the Active Component access to the experience resident in the more seasoned Reserve force. This ensures parity in equipment and training, while providing cost savings and readiness benefits to both components.

Currently, there are 79 associations between the Reserve and the Active Component. Most of these are classic associations, in which the Active Component is the lead organization. Active associations, in which the Reserve is the lead unit, comprise a little more than twelve percent of current associations. The Reserve and the Active Component have associations in nearly every major mission set, and many training units, including every undergraduate pilot training wing, pilot instructor training, and major aircraft formal training units. We are also the lead component for the B-52 and C-5 Formal Training Units.

IMPLEMENTING THE NATIONAL DEFENSE STRATEGY

After nearly two decades of counter-terrorism operations, great power competition has re-emerged as the highest priority for national security. The rise of peer and near-peer competitors on the world stage in an age of unprecedented global economic interdependence, combined with the proliferation of swiftly advancing technology, has created a unique and complex environment. Accelerate Change or Lose affirms that a rapid shift in military operational focus and capabilities is imperative to remain competitive in this security environment. The United States must be able to combat adversaries across the spectrum of conflict and operate simultaneously in all warfighting domains. The 2018 National Defense Strategy provides the framework to ensure we can compete, deter, and win in tomorrow's battlespace, and we are diligently working to meet that intent.

Our efforts align under those of the Department of the Air Force and support the Total Force's mandate to provide ready forces for national defense. In order to operate seamlessly in a combat environment, we must have the capability to connect with the Joint Force. The Total Force must be capable of conducting robust nuclear and conventional deterrence, homeland defense, and counter-extremism operations. Meeting this mandate in the future operational environment will require the Total Force to dominate space, generate combat power, and conduct logistics under attack. As the Airmen who execute the mission represent the most important element in this and every undertaking, the Department of the Air Force is simultaneously focused on developing and caring for our people and their families.

Air Force Reserve Strategic Priorities

To restore readiness rapidly and prepare for the future fight, the Air Force Reserve established three priorities. The first, prioritizing strategic depth and accelerating readiness, focuses on the requirement to prepare for future operational requirements while maintaining present-day readiness. This includes sustaining our present level of support to the Joint Force. The second, developing resilient leaders, serves two purposes: to enhance the physical, mental, and emotional fitness of all Reserve Citizen Airmen and to develop mission-focused leaders who can operate independently. Our final priority, reform the organization, aims to increase efficiency and effectiveness through internal process improvements and innovation.

The Air Force Reserve strategic priorities were developed based on the challenges outlined in the National Defense Strategy and are aligned with Secretary of Defense, Secretary of the Air Force, and Chief of Staff of the Air Force directives. We made significant gains in 2020, preserving overall readiness, implementing new leadership development programs, and improving our internal operations. We are in the process of expanding and accelerating these efforts to further enhance our mission readiness and our ability to support Air Force Reserve Citizen Airmen and their families.

Air Force Reserve Future Force Framework

Both the Future of Defense Task Force Report 2020 and Accelerate Change or Lose acknowledge that our technological advantages are rapidly eroding in a strategic environment that is defined by great power competition. Both of these documents call for change to meet the requirements of the National Defense Strategy. To align Air Force Reserve capabilities and force structure with the National Defense Strategy and to posture our force to execute tomorrow's missions, we developed the Air Force Reserve Future Force Framework. This will enable us to deliberately organize, train, and equip our force to best prepare for conflict in highly contested environments. This framework directs mission optimization through assessing capabilities to determine which mission sets are best suited for the Air Force Reserve to align and improve policy, planning and programming efforts. The framework also provides for tailored and prioritized training. This element synchronizes training efforts and capitalizes on technology to optimize unit training assemblies by enabling the completion of ancillary training requirements through virtual methods. Finally, the Air Force Reserve will continue to leverage civilian sector strengths

by capitalizing on member expertise and knowledge, cultivating industry partnerships, and tailoring recruitment efforts to develop the force of the future.

INFRASTRUCTURE AND FACILITIES

Maintaining and modernizing our infrastructure and facilities is critical to readiness, force protection, and ensuring a safe work environment for our Airmen. These efforts are funded through Military Construction (MILCON) appropriations, which provide for new facilities and major infrastructure projects, and with the Facility Sustainment, Repair, and Modernization (FSRM) funds included in our O&M appropriation. FSRM appropriations are used to repair and modernize existing facilities and to extend the service life of existing infrastructure. Through the FY 2021 Consolidated Appropriations Act, Congress provided funds for the construction of a new F-35 simulator facility and squadron operations facility at Naval Air Station Joint Reserve Base Fort Worth, Texas.

GENERATING COMBAT POWER TODAY AND TOMORROW

The Air Force Reserve provides daily operational support to the Joint Force, while maintaining a strategic force for sustained operations during major conflict. We provide surge capacity and rapid response capabilities, enabling the Joint Force to quickly adapt to operations tempo increases and unforeseen events, such as national disasters and contingencies. We also fill Active Component manning shortfalls and provide augmentation to meet short term manpower requirements.

Our ability to meet current taskings and to supply strategic manpower are predicated on our readiness. As an operational reserve, we must maintain our readiness to support present-day missions while we align our capabilities to meet the intent of the National Defense Strategy and prepare for future requirements. Last year, we focused on preserving the readiness gains of the previous two years, concentrating efforts specifically on mission essential personnel preparing to deploy and entering training pipelines.

The Air Force Reserve must be able to decisively employ both traditional and emerging capabilities. In order to enhance our ability to compete, deter, and win in any environment, we remain focused on key mission sets and are actively expanding our capabilities in the space and cyber realms. As warfighting domains become increasingly integrated, we must be prepared to conduct joint all-domain operations, which will allow us to create decisive, asymmetrical advantages in future conflicts.

Nuclear Deterrence Operations

Nuclear capability is a foundational element of our national defense, and the Air Force Reserve shares in the nuclear mission. Our Nuclear Deterrence Operations assets include nuclear strike, air refueling, and command, control, and communications capabilities. In FY 2020, we supported one Nuclear Operational Readiness Inspection to assess the readiness of our forces to conduct Nuclear Deterrence Operations. Our nuclear forces remain mission ready.

Air Superiority

In order to defeat a peer or near-peer adversary, we must be able to generate combat power in contested environments. Maintaining parity with the Active Component is essential for assuring the ability to operate in contested environments. Program upgrade delays and limited delivery of replacement aircraft add risk to the ability to sustain air superiority strategic surge capacity in the future.

The Air Force Reserve has Classic Associations in several F-35 units. We execute F-35 combat operations in our association at Hill AFB, Utah. Additional associations execute F-35 formal training at Luke AFB, Arizona and Eglin AFB, Florida, and operational test and weapons instructor course missions at Nellis AFB, Nevada. The Air Force Reserve's first unit-equipped F-35 wing will execute combat operations and be part of an Active Association.

Aerial Refueling

The Air Force Reserve air refueling fleet in FY 2021 consists of seven unit equipped wings and four associate wings. In December 2019, our Unit Equipped wing at Seymour Johnson Air Force Base (AFB), North Carolina, began its KC-46 airframe conversion. Four of the twelve aircraft were delivered in FY 2020 with the remaining eight scheduled for delivery early in FY 2021. Half of the crews have already completed conversion training, along with 85 percent of maintenance personnel. The Classic Associate unit at McConnell AFB, Kansas entered conversion in April 2020 with 50 percent of both operations and maintenance personnel completing conversion training in 2020.

At present, we have eight wings which operate the KC-135, two of which are currently undergoing conversion to the KC-46. Six of these wings are unit-equipped, and three are tasked with an alert mission. We are focused on the readiness of our KC-135 force, with the goals of improving mission capable rates, increasing aircrew and maintenance manpower, and providing better training for our aircrew and maintenance personnel. The first Air Force Reserve aircraft began datalink modification with “Real Time Information in the Cockpit” (RTIC) in early 2021. This modification increases the communications and information capabilities of the aircraft increasing its support capacity in a fast paced contested environment.

The Air Force Reserve has two wings who associate with the Active Component to fly and maintain the KC-10. The Air Force Reserve remains committed to this aircraft and mission as long as it remains a part of the air refueling force. As the inventory is reduced, the Air Force Reserve will work with the Department of the Air Force to convert those units and their manpower to the determined follow-on missions.

Airlift

The Air Force Reserve enables combat delivery through our strategic and tactical airlift fleets. In order to effectuate the C-5 formal training requirements, the Air Force Reserve requires a ground training device to increase training efficiency and precluded the requirement for a dedicated flyable aircraft for ground training. The C-5 fleet continues to invest in programs to address safety, obsolescence, regulatory compliance, and long term sustainability. The C-130H fleet Aircraft Modification Program Increment 2 (AMP 2) contract award resulted in a savings of \$540 million across FY 2020–2024. The C-17 fleet continues to provide operational and strategic depth to the Global Reach enterprise.

Dominating Space

The establishment of the United States Space Force (USSF) in December 2019 underscored the importance of space to our national security. The Air Force Reserve is a major contributor to space operations. In the last year, our personnel executed up to 30 percent of daily space missions directly supporting United States Space Command taskings. We added 30 space manpower authorizations in FY 2021. In addition, the Air Force Reserve has already taken steps to provide focused support to the USSF for the near term. Our space units are aligned with and will be able to integrate effectively with USSF forces for the foreseeable future.

Cyber Defense

Digital technology permeates nearly every aspect of modern life. This technology is both pervasive and inexpensive, making the cyber domain easily accessible. The increasing integration of cyber capabilities enhances our ability to generate combat power, yet exposes us to new threats. Therefore, the Air Force Reserve is building and expanding our foundational capabilities to conduct operations in the information environment, by evolving our cyber mission portfolio and repurposing our cyber force to better defend against future threats.

We provide support directly to Air Forces Cyber, Sixteenth Air Force, and United States Cyber Command. We are implementing the Cyber Squadron Initiative and are developing Mission Defense Teams with three of ten teams projected to reach Initial Operational Capability declaration during FY 2021. These teams will be located at Air Force Reserve host installations, as well as Naval Air Station Joint Reserve Base Fort Worth, Texas where we are the lead Air Force unit.

We are in the process of transitioning our cyber personnel from information technology support to mission assurance and defensive cyber operations. Along with our Active Component counterparts, we are replacing our internal communications network with contractor delivered information services. The shift to Enterprise Information Technology as a service will allow us to leverage modern systems and practices from civilian industry for our internal networking needs, while enabling our personnel to focus on cyber operations and defense.

The Air Force Reserve is continuing to develop and implement new programs to expand accessibility and better utilize data. Our goal is to migrate from stove-piped service information technology systems to cloud based platforms. As part of this effort, we are transitioning to an operating-system agnostic framework. We are extending mobile-based capabilities and implementing alternative platforms to enable increased user accessibility. These efforts allow users to connect securely to Air Force networks through virtual desktop applications, enabling access from any device and any location. They also significantly reduce the equipment, software, and maintenance support requirements to maintain infrastructure. Our work in these areas prior to the pandemic allowed for our rapid scaling of telework initiatives. We

are working with the Air Force Chief Data Office to create a mature Shared Data Environment, which will serve as a single source for information.

Intelligence, Surveillance and Reconnaissance (ISR)

The Air Force Reserve ISR enterprise is uniquely designed to provide strategic depth and operational surge capacity in traditional and emerging mission sets. Tailoring mission profiles is necessary to ensure our ISR forces are readily available for mission execution. We will develop capabilities in areas that support the Joint Force while ensuring current mission sets are relevant to multi-domain operations and great power competition. Investments in the operational use of publicly available information, increased presence in battlespace characterization, and support to key capabilities—such as nuclear, space, and cyber operations—are necessary to ensure that we are postured to meet the needs of Joint Forces.

The Air Force Reserve continues to provide approximately 500 experienced pilots, sensor operators and intelligence Airmen to support Remotely Piloted Aircraft (RPA) operations at five associations with our counterparts in Air Combat Command and Air Force Special Operations Command. We will maintain our contribution of both steady state and surge capacity to MQ-9 combat lines, as the Total Force RPA enterprise reorganizes to a leaner and more lethal force.

Command and Control (C2)

The Air Force is preparing for the future fight by fielding new concepts and capabilities which enable Joint All-Domain Command and Control (JADC2), the Department of Defense's top modernization priority, which is critical to executing joint all-domain operations. JADC2 is a system that uses data, machine learning and state-of-the-art software to seamlessly link "sensors to shooters" and create a resilient, adaptable line of communications across all domains—air, land, sea, cyber and space to faster and more accurate enable decision making. The Air Force Reserve's current C2 program will continue to provide strategic depth for the Total Force as the Air Force pursues the development of JADC2.

As part of the Air Force's strategic initiative to strengthen joint leaders and teams, Fifteenth Air Force will now provide the Department of Defense with an air-centric capability to task during crisis operations and be offered as part of the dynamic force employment model to meet the National Defense Strategy for more integrated and multi-domain operations. Our FY 2021 budget allocated 60 Air Force Reserve positions to stand up a classic associate unit for the service-retained, Joint Task Force (JTF)-capable organization at Fifteenth Air Force, JTF Headquarters at Shaw AFB, South Carolina. This classic associate unit is projected to reach Initial Operational Capability during 2021.

MANNING A READY FORCE

Adequate manpower is vital to readiness. For several years, our overall manpower has hovered slightly below end strength targets. During the pandemic, the Active Component experienced high retention rates, which impacts our ability to recruit prior service Airmen. While we do have part time manning shortfalls in some locations and in certain critical career fields, our total assigned part time personnel is near the total authorized. Although there have been improvements in the past year, our full time assigned manning remains below the authorized level.

Our full time personnel continue to preserve our readiness while maintaining a high operational tempo. However, our full time force is overtasked. We place too many requirements on too few Airmen. We owe it to them to reduce some of the burden.

Our full time force is a mix of Air Reserve Technicians (ART) and Active Guard Reserve (AGR). Between 2013 and 2018, our ART manning levels dropped from 80 to 74 percent, largely due to the highly competitive civilian job market. This decrease in positions filled was further exacerbated by the civil service hiring process, which prolonged vacancies and caused us to lose candidates.

Ensuring our full time personnel are fairly compensated for their work is essential to recruiting and retaining talented individuals. Therefore, we implemented several initiatives to fill our full time manpower positions. These efforts are producing results. At the start of FY 2019, our full time manning level was approximately 75 percent. By the end of the first quarter of FY 2021, the number of assigned ARTs increased to 82 percent of authorized.

The increase in our assigned full time manning levels is due, in part, to the conversion of a percentage of our ART billets to AGR authorizations. AGR manpower and retention rates are higher than that of the ART force, with a comparatively faster hiring process. Please also note, younger workforce members often have difficulty demonstrating the qualifications required to be listed on a hiring certification

for ART positions. AGR positions, with an effective off ramp strategy, can provide a way to gain sufficient experience to be considered for ART positions at the end of a three year AGR tour. The ART to AGR conversion initiative is a multi-year effort, which began in FY 2018. In FY 2020, we executed 521 conversions, and we are rapidly progressing on our remaining 816 conversions planned for FY 2021.

Our ART manning and overall full time manpower also benefited from Direct Hiring Authority. This authority, which Congress granted, streamlines the civil service hiring process for certain critical career fields, drastically decreasing hiring timelines. Direct Hiring Authority provided particular benefit to our full time maintenance force. This authority allowed us to hire 1,166 ARTs and civilians, increasing full time maintenance manpower to 80 percent. Direct Hiring Authority enabled us to decrease our ART maintainer vacancies to their lowest level in nearly five years.

Extending this authority to pilots has produced similar results. In FY 2020, our full time pilot manpower was nearly 75 percent of authorized. Last year, Direct Hiring Authority was used for 55 percent of pilot hiring, helping us achieve a full time manning level of 97 percent of authorized. Overall, pilot manpower has remained steady over the last year, at above 85 percent. We are exploring new options to increase both full time and part time pilot manning, including updating pay grade determination criteria for ART aircrew members and offering additional civilian recruitment and retention incentives.

We are grateful to Congress for authorizing Tricare Reserve Select (TRS) for military technicians and other Title 5 civilians who also serve in a Reserve Component. When enacted in 2030, this will serve as a significant retention tool, as it provides Reserve Component members a cost effective option for obtaining premium healthcare for themselves and their families.

In addition, the Air Force Reserve took steps to improve retention in both our full time and part time force. Reducing attrition preserves readiness and provides cost savings by decreasing training requirements. We are presently targeting retention through bonuses and special salary rates, which offer a marked return on investment. A single \$15,000 retention bonus results in a cost avoidance of roughly \$45,000 in training funds and prevents an approximately three year readiness gap, which occurs while a replacement is trained.

While we have experienced a two year positive trend in increasing retention, we are continuing to focus our retention efforts on Airmen with six to ten years total service, which is the group with the highest attrition rate. In addition to expanding existing programs, we are seeking new methods of increasing retention and engaging wing leaders in these efforts. We also reduced barriers to recruiting, including decreasing hiring timelines, eliminating mileage restrictions, and removing unnecessary interview requirements. In FY 2020, our attrition rates were 10.3 percent, below the goal of 10.9 percent. To date, our FY 2021 attrition rates are at 10 percent with a goal of staying below 10.5 percent.

Our full time to part time force mix is based on pre-Gulf War force structure and operational tempo. In order to effectively accomplish our mission, train our force, and maintain readiness, we must increase the percentage of full time manpower in relation to our end strength. Presently, full time uniformed military members constitute approximately 25 percent of Air Force Reserve authorizations. Based on current requirements, we need to continue our efforts to increase this type of full time support which is essential to maintaining readiness.

MODERNIZING AND IMPROVING THE AIR FORCE RESERVE

Tomorrow's operational environment will notably evolve when compared to how we conduct operations today. The return of great power competition, combined with the rapid advancement and widespread availability of digital technology, drives the need to transform our forces so they can generate combat power effectively to win, despite contested environments established by our potential adversaries. This requires fielding new warfighting concepts and capabilities and modernizing existing platforms to meet future threats.

We implemented multiple readiness initiatives, including bolstering training, removing unnecessary requirements, and instituting internal reforms to streamline our operations and enhance support to our Reserve Citizen Airmen. We are prepared to meet both current and future requirements, and we must carry our present momentum forward into the coming years to further optimize our force.

Maintaining Operational Parity with the Active Component

In order to effectively support the Active Component and connect with the Joint Force, the Air Force Reserve must modernize simultaneously as the Air Force upgrades legacy platforms, adding capabilities required for the future fight. Our oper-

ational capabilities are tied to our ability to integrate into the Total Force, therefore we must maintain parity with the Active Component whenever possible.

Concurrently fielding new airframes, aircraft upgrades, and other equipment is critical to sustaining and improving this operational parity. The Air Force Reserve can only provide strategic depth and operational support to the Joint Force in mission areas where our personnel are trained on the required weapon systems, and we are most effective when we can operate interchangeably with our Active Component counterparts. Concurrent fielding enables our personnel to train on the same systems employed by the Active Component, facilitating interoperability within the Total Force. This maximizes the Air Force Reserve's ability to support operational missions and enhances our integration with the Active Component, assuring we are capable of providing the Total Force with the warfighting capability necessary to achieve decisive victory against future threats and in all domains.

In addition to concurrent fielding, the Reserve must recapitalize and divest weapon systems in conjunction with the Active Component. This prevents problems which arise when the Reserve Component continues to operate a legacy system that is no longer used by our active counterparts. In this situation, the Reserve becomes responsible for all aspects associated with that particular platform, such as standardization and evaluations and safety. Asynchronous divestment can also lead to significant sustainment cost growth with diminishing vendors for spare parts. Furthermore, once the Active Component divests a weapon system, the Reserve is unable to hire qualified Active Component aircrew separatees for that specific airframe, increasing training costs and reducing readiness.

Weapon System Modernization and Sustainment

While acquiring new platforms such as the F-35, KC-46, B-21, and F-15EX will enhance our capabilities, both the Active Component and the Reserve will continue to rely on many of the proven platforms currently in our inventory. This necessitates aircraft modernization and system upgrades, which will provide the capabilities needed for the future fight and ensure survivability if operating in a contested environment.

Key modernizations are required to keep our legacy fleet relevant in the prioritized missions outlined in the NDS. Necessary A-10 enhancements include the installation of upgraded mission computers, Helmet-Mounted Targeting, Anti-Jam Global Positioning System equipment, and missile warning systems which will provide enhanced threat awareness and weapons delivery capabilities in contested environments. The A-10 is also undergoing critical flight safety upgrades like wing replacements, which will avert a predicted grounding of 35 aircraft in FY 2023. Our B-52 fleet requires upgrades to radar and defensive systems and the install of advanced data link equipment, and is in the process of integrating Advanced Extremely High Frequency communications capability. The fleet also requires engine replacements to sustain itself through 2050. Our F-16s require active electronically scanned array (AESA) radars to more effectively support homeland defense and other priority NDS missions.

After decades of operating in a permissive environment, we must be prepared to conduct logistics under attack. The C-5 and C-17 are both vulnerable to radar guided missile threats which would be mitigated by the installation of a layered defense and awareness suite. Currently, the Radar Warning System upgrades for both aircraft are unfunded. We are presently installing the Mobility Air Forces datalink system in our C-5 fleet and to equip our KC-135 aircraft with the Real-Time in Cockpit situational awareness system. Our KC-135 fleet is also scheduled to continue Large Aircraft Infrared Countermeasures modifications during programmed depot maintenance. The installation of additional threat awareness and self-defense systems will provide further protection for this aircraft.

In addition to modernization, many of our airframes require upgrades, repairs, and component replacements in order to maintain airworthiness and extend service life. These weapon system sustainment actions are critical to both our mission capability and aircraft availability rates. Maintaining a mission capable aircraft fleet is essential to meeting operational taskings and training our personnel. The lack of weapon system sustainment funding can ground aircraft, hampering our ability to support global operations and degrading our readiness, therefore, the Air Force Reserve will continue to prioritize these efforts within its appropriated funding levels.

Years of continuing resolutions, lack of flexible funding, and an aging fleet have increased weapon system sustainment requirements. Historically, due to competing higher priority requirements, the Air Force Reserve has had approximately 75 percent of our share of these requirements funded. We obligated over \$445 million for weapon system sustainment in FY 2020. Our FY 2021 appropriations are approxi-

mately \$743 million, of which we are on track to fully obligate, with 88.9 percent funded to requirements 27 percent already obligated.

Our current sustainment requirements include measures to extend the B-52's service life by an additional thirty years and to replace this platform's engines with new, more fuel-efficient ones. Our A-10 fleet requires wing replacements and our C-130H aircraft need avionics and propulsion upgrades, which we will prioritize when and as needed.

Internal Improvements

Reforming our organization through internal improvements and increasing our operational efficiency continues to be one of our major focus areas. Our intent is to increase our overall readiness and enhance our ability to support our Reserve Citizen Airmen by streamlining our internal processes and eliminating requirements, policies, and programs which either detract from or do not contribute to our readiness or provide support to our personnel.

In FY 2020, we continued to fill full time healthcare provider vacancies by leveraging ART to AGR conversions. This enabled a 32 percent improvement in processing fitness for duty case completion. The significant process reforms from FY 2019 yielded a 14 percent increase in quality and reduced medical downtime for Reserve Citizen Airmen awaiting a return to duty determination. We were also able to capitalize on the Shared Data Environment to make Individual Medical Readiness reporting more visible to senior leadership. An increased use of Individual Medical Readiness services under the Reserve Health Readiness Program enabled completion of Separation History and Physical Exams to increase from 9 percent to 42 percent.

We are currently accelerating and expanding our internal reform efforts. We identified additional areas within our organization that require enhancement and are working to improve the most critical of these. One of several of these initiatives is the holistic reform of our manpower and personnel programs and processes. We are also identifying processes which create problems for our Airmen, such as pay and benefits issues.

As part of this enterprise-wide initiative, the Air Force Reserve's Force Generation Center is presently improving our mobilization and deployment processes through process and system upgrades. In FY 2020, the Force Generation Center ran a proof of concept test for a Deployment Orders Cell (DOC). The initial test supported 8 units and 595 Airmen. Centralizing this process cut the average orders processing time from 59 days down to 7 days for the Airmen in the test group. This will expedite orders approval, enabling Airmen to receive benefits earlier in the process and reducing gaps in support. These improvements will alleviate problems caused by our current lengthy process, helping our personnel, their family members, and their civilian employers better plan and prepare for deployments.

In addition to our own internal efforts, we participate in Department of the Air Force development and reform initiatives, including the Air Force War Fighting Integration Capability team. We also support and will benefit from the Department of the Air Force's ongoing predictive maintenance efforts and are working to acquire additive manufacturing capability. To date, five Air Force Reserve wings have purchased equipment required to manufacture items in house, which are currently being used for training and familiarization. Personnel at Pittsburgh Air Reserve Base, Pennsylvania and Keesler Air Force Base, Mississippi have completed initial online training but due to the pandemic they have not been able to complete the necessary in person training to manufacture aircraft parts. These two initiatives will decrease aircraft repair time, ultimately improving mission capable and aircraft availability rates.

Exercise Planning

Operating in contested airspace requires both modernized aircraft and trained aircrew. We must ensure all Reserve Citizen Airmen receive realistic training and are fully capable of employing the systems which will be required in the future operating environment. One of the ways in which we are ensuring our ability to operate in a future threat environment is the Deliberate Planning Exercises (DPEX) program. DPEX shifts from an ad hoc method of scheduling exercises to a centrally planned, readiness driven, comprehensive exercise program that deliberately schedules personnel for exercises to boost unit capability toward specific mission essential tasks.

PROVIDING EXCELLENT CARE TO AIRMEN AND FAMILIES

Our Airmen are our greatest asset. They are ultimately responsible for maintaining our readiness, aligning our organization to meet future requirements, and exe-

cutting our operational missions. Their success depends on our support. The Air Force Reserve is absolutely committed to providing excellent care to both our Airmen and their families. This mandates a holistic approach, and we continually seek ways to better support our personnel and enable their personal and professional success. We currently have numerous personnel support initiatives, including reducing the administrative burden on our Airmen, improving education and training, growing our resiliency programs, and providing our Airmen and their families with access to needed resources. Our ultimate goals are to improve the quality of life for our personnel and to foster an environment where people want to stay and serve.

Diversity and Inclusion

Diverse, resilient, and ready Citizen Airmen are the bedrock of the Air Force Reserve's readiness and lethality. The Air Force Reserve continues to fully operationalize Diversity and Inclusion to leverage its remarkably diverse citizenry for decisive, lethal advantage.

As an organization, we are committed to ensuring an environment in which every person is valued and is able to reach their fullest potential. To that end, we have realigned our organization to ensure that the Chief Diversity Officer is a director-level position on the major command staff. We have also ensured that at each wing the vice commander is the Diversity and Inclusion Program Manager and provided training on a quarterly basis for these duties.

The Air Force Reserve is in the process of conducting an internal racial disparity review as a compliment to the Department of the Air Force's ongoing racial disparity review. This review is focused on processes unique to the Air Force Reserve that may contribute to racial disparity in the areas of discipline and career development. The review is being conducted in three phases. The first phase identified processes with the potential for racial disparity. The second phase, which is underway, consists of conducting a thorough analysis of these processes for disparity and making policy recommendations. The final phase will be continuous review and sustainment.

Suicide Prevention

Over the last two calendar years, the Air Force Reserve has experienced an increase in member suicides. Our rates are not going in the desired direction. Losing even one Airman to suicide is a horrible tragedy, with every life having its own deeply personal story.

In response to this heartbreaking trend, we expanded upon our existing support programs and are adding new leadership tools to assist with suicide prevention and intervention. Suicide is a complex interaction of factors; while there is no one "fix," we are committed to addressing suicide comprehensively. The Air Force Reserve Suicide Prevention Program is a comprehensive, evidence-based, multidisciplinary program that is dedicated to a leadership driven and safety oriented culture. Its focus areas are building connections, detecting risk, promoting protective environments and equipping Airmen and their families.

Although the Air Force has found no direct link between deployments and member suicide, all personnel receive mental health screenings before, during, and after deployment and as part of their annual health assessment. These screenings assess suicide risk along with other behavioral and mental health issues. We conduct Suicide Analysis Boards, modeled after safety investigation boards, to identify the causes and contributing factors behind member suicides.

Our intent is to create protective policies and programs which will reverse this trend and bring our suicide rate to the only acceptable number: zero.

Personal Resiliency

The personal wellness of our Airmen and their families is incredibly important. The Air Force Reserve has multiple on base entities which provide support and resources to our personnel. We employ dedicated Sexual Assault Response Coordinators in all wings and Violence Prevention Integrators on all nine Air Force Reserve host installations and at Fort Worth Naval Air Station Joint Reserve Base, where we are the lead Air Force wing. In FY 2019, we began building out embedded Religious Support Teams at our host installations with Religious Affairs Airmen. In FY 2021, we are completing this process by filling 10 Chaplain positions.

In addition, the Air Force Reserve promotes and provides mental health resources as part of the Yellow Ribbon Reintegration Program. This initiative supports Reservists and their family members through pre-and post-deployment events. This program has seen an overwhelming success, with over 97 percent of attendees finding the events beneficial. Over the past year, the program cancelled 14 planned in person events, due to the pandemic, shifting to a virtual delivery model. These virtual events primarily focused on pre-deployers. In 2020, the program supported 902

members and 1561 family members., For the remaining Reservists and their family members who were unable to attend in person events, these members will be eligible for in-person post-deployment events once resuming these events is safe.

Childcare Benefits

The Air Force Reserve has worked to ensure that childcare is available on Unit Training Assembly weekends at no cost to parents through the Home Community Care (HCC) program. Airmen who do not have another adult for childcare due to being a single parent or a dual military couple are eligible for the program. The HCC program mitigates host locations without Child Development Centers and a lack of availability of Active Component facilities on weekends. Currently, the HCC is available or in progress at 41 Air Force Reserve locations, working to recruit providers by zip code.

SUMMARY

We will continue our diligent efforts to meet the intent of the National Defense Strategy, increase our interoperability within the Total Force, and further our integration within the Joint Force while ensuring that we remain a cost effective force that provides strategic depth to the Nation.

Our recent readiness gains would not have been possible without your support. The approval of our FY 2020 and 2021 budget requests enabled us to improve our readiness while maintaining robust support to global operations. Funding from the CARES Act allowed us to rapidly scale telework capabilities to protect our people. Recent legislative actions, such as Direct Hiring Authority, removed barriers to success and improved the quality of life for our Citizen Airmen. The future operational environment will require a capable, modern, and combat-ready force. With your continued support, we are confident the Air Force Reserve will remain prepared to fly, fight, and win, delivering airpower anytime, anywhere.

Senator TESTER. Thank you, General Scobee.

I want to thank each one of you for your testimony here today.

I'm going to start with you, General Hokanson. The Air Force has come under some scrutiny lately for its basing decision for the Air National Guard's C-130Js. After Congress appropriated funds for more aircraft to modernize several units, there were discussions within the Air Force to redirect some of these aircraft to a C-130 training base that was not included in the last basing decision.

So the question is, will all four units, including the unit in Georgia, be fully converted to the modern C-130Js provided in last year's appropriation bill?

General HOKANSON. Chairman, my understanding in working with the Air Force is that all four of those squadrons will convert to the J model over the timeline. I'm not specific on the last one. It'll depend on additional purchases, but the goal is to get all four converted to J models.

Senator TESTER. Okay. And can you tell us, because this directly relates to the answer you just gave, what is the timeline for redistributing the H aircraft?

General HOKANSON. Chairman, my understanding in working with the Air National Guard, as soon as the J models are available that they'll start moving the other, the H3 models and 2.5, to the units with the oldest C-130s so that we can retain the capability and capacity our Nation needs.

Senator TESTER. So if you don't have it at your fingertips now, is it possible to get us that timeline since you said you didn't have it?

General HOKANSON. Chairman, absolutely, we'll take that for the record.

[The information follows:]

—*June–August 2021*: Texas and West Virginia C–130H3 aircraft depart to Connecticut and Montana.

—*June–December 2021*: Texas and West Virginia receive 5 C–130J aircraft each.

—*June–September 2021*: Connecticut and Montana divest their C–130H1 aircraft.

—*June–September 2021*: Connecticut and Montana receive the C–130H3 aircraft that departed Texas and West Virginia.

—*July–November 2021*: Kentucky C–130H2.5 aircraft depart to Delaware.

—*July–November 2021*: Delaware C–130H2 aircraft depart to various locations.

—*October–December 2021*: Kentucky receives 2 C–130J aircraft.

Senator TESTER. Okay. Thank you.

There have been discussions throughout the year, mobility capabilities and requirement studies, on this total end strength for Air Force's 130 fleet.

Can you comment on the Air National Guard's requirements?

General HOKANSON. Mr. Chairman, we're waiting. I know in July is when the mobility capabilities requirements study comes out and previously they have not included the domestic requirements here in the United States and so we're asking that they consider that because we think that that may influence the actual number of C–130s that the Air Force would retain.

Senator TESTER. All right. Okay. Yes. And so how many C–130s is the Air Force Reserve seeking to upgrade?

General SCOBEE. Chairman, right now in the Air Force Reserve, we are in good shape across the spectrum in our C–130s.

What we have prioritized is (1) upgrade of our H models and making sure that they're still viable going forward and the other thing is in our special missions. You're very familiar with our fire-fighting capability, our aerial spray capability, and our hurricane hunters.

The hurricane hunters have already been upgraded to C–130Js and right now we're looking at between our fire-fighting mobile airborne firefighting units and the aerial spray units to also upgrade those to C–130Js and we're on the timeframe to do that now with the Secretary of the Air Force.

Senator TESTER. Thank you.

This is a question for all of you. The horrific crime of sexual assault is finally getting the attention it needs from this Administration, and I commend Secretary Austin for calling for a 90-day independent review commission.

So to all of you, why is sexual assault on the rise in many of your components? Is there a difference between units or regions of the country or is it a command climate issue?

General BELLON. Senator, I first want to start by acknowledging that the service takes sexual assault extremely seriously. We understand that our most solemn obligation is to the families and the citizens who give us the young Marines and sailors who elect to serve and our moral obligation is to provide a safe environment for them to develop not only as sailors and Marines but also as citizens.

So there is no course of action that Congress may suggest to increase the opportunity for safety and to increase the overall wellness of those Marines and sailors that we would even begin to

think adversely about. So we're open to all COAs in order to get us to a better place.

I do acknowledge that within the Marine Corps the reporting has increased. There's several different ways to look at that and one of that is that, you know, the first thing we had to do is establish credibility with the force that by reporting they could trust the institution to do something about that and we believe that that's part of the increase in reporting. That by no way mitigates the actual crimes that are being committed.

So what we're trying to do with overall health and wellness of the force, particularly with sexual assault, is to continue to educate, continue to hold accountable those transgressors, and to increase the overall safety at all bases and stations for our young people.

Senator TESTER. General Daniels.

General DANIELS. Across the Army Reserve, we're seeing our numbers declining. However, that does not make us a perfect organization as any of these numbers is just too many.

So we're still tackling the challenges. We're working on our command climate. We're working on using—this is my squad philosophy to get after those conversations, to have soldiers and their leaders have much greater interaction and knowledge of backgrounds, to make sure that we're treating everyone with dignity and respect, and they're all brought in.

We've done an extensive effort to retrain our lawyers and refresh their capabilities so that they have immediate conversations with all new commanders so that commanders know and understand their responsibilities should these allegations come forward.

We've had a lot of retraining and reinvigorating of knowledge of dignity and respect across all of our formations and we will continue to do so. We're taking a hard look at how should our programs be structured. Is there a difference between preventative measures and then response measures? Should these programs be delivered in different methods, and so we're taking a really hard look at all this to help our force turn out a much better outcome.

Thank you.

Senator TESTER. General Hokanson.

General HOKANSON. Chairman, shortly after becoming the Chief of the National Guard Bureau, we stood up a sexual assault task force because obviously what we've been doing in the past has not made a significant difference and so we're looking across all 54 States and territories and D.C. to look at those programs that seem to show promise and make sure that we invest in that, and I'm looking forward in June to see the readout from that group.

Some of the things that we learned is obviously alcohol and bystanders are a factor. We need to address that immediately. Also, the training of our sexual assault response coordinators is making sure we get enough class dates for them, so we have trained personnel in all of our organizations, and, frankly, sir, as the father of a daughter that serves in the military, this is intolerable and it is something we must address at every venue.

Senator TESTER. Thank you, General.

Admiral.

Admiral MUSTIN. Not surprisingly and very consistently amongst all the Reserve chiefs, the elimination of destructive behaviors of every kind is, first and foremost, on our minds.

We also, as General Daniels mentioned, are seeing a reduction in the numbers of sexual assault. We peaked in 2019. We saw a slight decrease in 2020 and are on glide slope now to continue that decrease.

I agree that the increase in reporting is helpful. We've determined now that the culture of excellence umbrella concept is designed to demonstrate what right looks like. So the creation of a culture wherein every sailor can serve in an environment where they're not only safe but they're encouraged to perform is the outcome we seek and, frankly, while we see—the elimination, of course, is paramount, but every single incidence is one too many.

And so we are all driven together and this is not a Navy Reserve initiative but a Navy initiative. So our culture of excellence is the umbrella concept. Our task force One Navy recently did a deep dive across multi-constituent/multi-stakeholder leadership to determine what is it that we can implicate at the lowest ranks where we see the predominance of reporting and of incidence.

So we continue to look at that from the bottom up as well as from the top down, but I think you'll find consistency amongst all of us in our approach.

Senator TESTER. And General Scobee.

General SCOBEE. Chairman Tester, as you can hear from my fellow witnesses, we are in lockstep on our way forward and, in fact, we meet on a regular basis to discuss issues just like this.

This tears at the fabric of who we are as the Department of Defense and while we continue to make strides in supporting our victims of this scourge, we also recognize that sexual assault is a persistent challenge that we will have to work with together and it's not easily beaten by any stretch.

One of the things we're working with specifically in the Air Force Reserve Command is ensuring we have a climate that does not promote this type of behavior and we remove the opportunity at every chance we get the opportunity to do.

The other thing is the currency we work in within the Department of Defense's trust and our airmen, especially if they've been victimized by this, have to trust that we as commanders will do the right thing for them and get them the help that they need and all these things we're working together to ensure that we're doing for our members.

Senator TESTER. Thank you.

I apologize to the committee members for running over, but this is an issue that has to be addressed, has to be addressed ASAP. As one of you has already pointed out, even one incidence is one too many.

Senator Shelby.

Senator SHELBY. Thank you.

General Hokanson, I'm concerned about the enduring cost of having National Guard and Reserve troops here on the Capitol Grounds. I have two questions.

One, what is the impact of those costs to your budget, 2021 budget, and, two, at what point do you truly reach a budgetary breaking point if you do not receive resources to backfill those costs?

General HOKANSON. Senator, the cost since January 6 is about \$521 million to the National Guard and we've cash flowed that through our pay allowances and operations and maintenance funds.

We will need that funding back in our accounts by the first of August. Otherwise, it will impact our drill periods for both August and September.

Senator SHELBY. In the area of readiness and modernization, General Daniels and General Hokanson, this question, can you tell us here more about the requirement behind this new model, how it will be resourced, and what overall improvements it will provide for our Guard and Reserve components in the Army?

General Daniels, you want to start?

General DANIELS. So, I'm sorry, the REARM Model, is that—

Senator SHELBY. Mm-hmm.

General DANIELS. Yes, sir. So what that will do, it will allow us to do multiple different things. One is to have regional affiliations, habitual relationships with units, and it will also give us additional predictability in terms of how long we're going to be spent during modernization, training, and then mission. So it will allow us to get into a very predictable cycle for our units and that will help the employers and the families and the service members know when they're going to be going off and doing these missions.

General HOKANSON. And, sir, with the National Guard, the benefit there is if you look at our State partnership, we're already regionally aligned and particularly with the Army National Guard, we've taken our eight divisions and actually allocated the subordinate force structures so they're actually eight full divisions. So that will allow us to help deter and also be part of the total Army so that we can align those units and develop long-term training relationships not only with our State partners but also in those regions.

Senator SHELBY. General Hokanson, with the recent riots and cyber attacks against the U.S., what's the National Guard's role in defending the homeland from cyber attacks, and how is it working with other Federal agencies with similar responsibilities?

Finally, does the Guard have the resources it needs for cyber defense, the personnel and everything?

General HOKANSON. Yes, sir. If you look at our cyber forces, we have about 4,000 cyber professionals within the National Guard and that's in 59 units and 40 States. We also have what's called a Defensive Cyber element in each State and we did a year-long study under the CMAT (Cyber Mission Assurance Team) Program which basically looked at a CST-type and what came out of that is we believe that establishing those existing units to be aligned with what Cybercom would utilize and we would man, train, and equip them the same. They would provide that capability within each State.

If you look over the past year and a half, we had two incidents, both in Louisiana and Texas, where the Governors activated their cyber professionals within the National Guard under State Active Duty to address a cyber attack, one to a school district and another

one to a county, and using Louisiana as an example, they were able to come in and mitigate the ransomware and save tens of thousands of IT systems which, as we all know, is something a school district could not absorb with their budget.

Senator SHELBY. General, the CBO (Congressional Budget Office) in the area of Space National Guard and Reserve that you mentioned earlier, the CBO has estimated that an additional \$100 million annually will be required to create a Space National Guard and Reserve unit with a bill up to \$490 million annually for a larger Space Guard.

Given the level of defense funding proposed by the current Administration, how does the National Guard plan to prioritize resources for modernization while also standing up a new service component and do it without more resources?

General HOKANSON. Sir, the actual cost is about \$200,000 and that's just to change the name tapes on their uniform and the sign outside their buildings and the flags of the unit.

The units already exist. They're already performing the mission today. We don't need any additional MILCON (Military Construction) or any additional over-structure. We basically just take the folks that are doing today and instead of Air Force, it says Space Force on their name tag with an extra weekend.

Senator SHELBY. That's good news, best I've heard in a long time. Thank you.

General HOKANSON. Yes, sir.

Senator TESTER. Senator Durbin.

Senator DURBIN. Thanks very much, Mr. Chairman.

I want to focus for a minute on January 6 and ask General Hokanson as follows. If we use some 26,000 National Guardsmen, and I thank all of them, their families, for their service to our country and sacrifice, as well as others, COVID-19, but if we use some 26,000 to protect this Capitol after the insurrectionist mob overran the Capitol on January 6, conversations are ongoing about what to do next.

I'm afraid all the prospects are terrible in terms of the access of the public to this building, but I wonder if you were in on those conversations and whether there's a basic question asked as to whether we have to go beyond the National Guard and Reserve and really think of a permanent military presence on Capitol Hill.

General HOKANSON. Senator, with respect to that, I was basically in many cases just asked to provide force and so I worked directly with the 54 to make sure that we got the personnel that were required to get here.

When I did get a chance to read the Task Force 1-6 report, looking back, I tend to agree with the Number 1 requirement that there's a lack of number of U.S. Capitol Police officers which caused the reliance on other agencies and so when I look at this as a Guardsman, I see this primarily as a law enforcement issue and I think it would be a law enforcement solution to that.

Obviously until that capability is there, the Guard is there to do whatever we're asked to do and currently, sir, the 2,300 that we have here today are scheduled to end their mission on the 23rd of May and we are not aware of any requirement beyond that and so at that time our folks will all go home.

Senator DURBIN. well, it really raises a basic practical question. If the complement of law enforcement is not adequate to the challenge, for instance, the thousands that left the President's rally and came marching up here to crash through the windows and doors and to assault the policemen and that, there was need for supplemental help for sure,—

General HOKANSON. Yes, sir.

Senator DURBIN [continuing]. And it took several hours but they arrived and finally brought the Capitol back under control.

I'm just asking whether or not that is something that is naturally a National Guard function or should be a regular military function.

General HOKANSON. Sir, if we look at our full-time manning within the National Guard, they're basically there to administer and train the part-time force. We don't really have any forces that are there full time with a dedicated mission set and so for us to do that, it would cause some legislative changes for the National Guard to do that.

Senator DURBIN. Okay. Let me ask a follow-up question. At the heart of domestic terrorism in America, according to the FBI (Federal Bureau of Investigation) and the Attorney General, is white supremacy, racism, white nationalism. We're seeing in those who were arrested and charged with January 6 veterans of the military and I think in one instance, at least one, Active military who were participating.

So if the issue of sexual predation should be dominant in our thinking, so, too, should the issue of racism in the ranks.

General HOKANSON. Yes, sir.

Senator DURBIN. What are we doing, what are you doing to deal with this issue and to make certain that it is not a challenge to the integrity of your unit?

General HOKANSON. Yes, Senator. So we follow very closely the training requirements of both the Army and the Air Force and, frankly, there is no room for extremism of any sort within our organization and so we rely on our lower level commanders and our adjutants general when they identify personnel that may be susceptible to this that they either address it within the military chain of command or within local law enforcement, whichever is the appropriate means.

Senator DURBIN. So let me ask, General Bellon, would you like to comment on the same issue?

General BELLON. Sir, at this time we're adequately resourced. We project forward. As you know, the service is in the middle of a force design and the commandant has made it very clear that we're looking at reinventing ourselves within the resources we currently have and so at this point in time, we're not asking for additional resources.

Senator DURBIN. Sir, I'm sorry, on the issue of race and discriminatory conduct and such, would you comment on what's being done?

General BELLON. Yes. I think, as we talked about before with sexual assault, the first part is acknowledging it and I can report to Congress at every level of the Marine Corps as I engage from second lieutenants in Quantico all the way up to my peers, we are

actively acknowledging the problem, and it is not a nice to have, it is not an additional burden for us to solve. It is a primary problem set within the culture of the service.

By talking about that and by signaling at every level that this is the priority, then the natural culture of our service to align, follow orders, and execute priorities kicks into effect, and from my experience, the level of candor that goes on in the conversations right now, I've never seen anything like it on any issue.

The acknowledgement, the candor, the sharing of the different underrepresented populations about what their life is like as a minority, for example, or what they perceive on social media and how it contradicts our culture is exceptional, is exceptional right now and that's the beginning.

Senator DURBIN. Thank you for that, and there have been programs. I won't take any more time of the committee this morning, but there have been programs which have suggested that even though we nominally ended racism in the military in the 1940s under President Truman, the reality is much different and I think that can be said across America in many different venues.

I think we have to take a very honest, forthright, and open position on this, that if you're a racist, you have no place in the military. If you're guilty of sexual predation, you have no place in the military.

I hope that that is clear and I'm going to ask each of the branches to respond as I don't want to take any more time this morning.

Thank you.

Senator TESTER. Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

General Hokanson, as you indicated, the year 2020 was unprecedented in terms of National Guard activations and deployments. The main Guard, for example, has deployed service members to our southern border to assist the overworked and overwhelmed Border Patrol, to Africa to help with security missions, to Washington, D.C., to provide support for our Capitol Police, all the while assisting the State of Maine with clinics and logistics and responding to the pandemic.

During all of this activity, the Air Guard Wing in Bangor, Maine, continues its extraordinary work refueling our tankers.

General, the average age of the Maine National Guard's 10 KC-135s stationed in Bangor is over 60 years old. They are pressed into service to operate all over the world and Bangor's a critical location for flights crossing the Atlantic.

Can you provide us with some insight on the roadmap that the Guard and the Air Force are using to recapitalize this aging tanker fleet and ensure that units like Bangor, which are in strategic geographic locations, are able to continue their vital mission long into the future?

General HOKANSON. Yes, Senator. So when we look at the recapitalization with the KC-46 fleet, the next analysis are for 7 and 8, are coming out I believe in 2023, and so they'll look very closely at each of the mission sets, the locations, and the unit's capability to convert, but between now and then and actually long after that for the rest of our KC-135 fleet, it's absolutely critical to our Na-

tion's defense not only in terms of day-to-day requirements but also other requirements, as well, and so we're working with the Air Force to make sure we've got a 25-year plan.

I think some of these aircraft may be approaching a hundred years old, but the recapitalization and investment in those air frames is critical so that we can maintain that required capability and capacity for our Nation.

Senator COLLINS. Well, I would welcome your coming to see the Air Refueling Wing and would be delighted to host you for a visit. I think you'd be very impressed.

General HOKANSON. Yes, ma'am, would love to get there.

Senator COLLINS. I recently traveled to the southwest border and witnessed the ongoing crisis there. I very much appreciate the work of the Maine guardsmen and women who have been supporting the Border Patrol in Arizona. I happened to go to Texas.

I understand that the Department of Defense has received a request from the Department of Homeland Security to continue supporting these border deployments beyond the end of the fiscal year.

What is the status of the planning to extend the Guard's presence into the new fiscal year?

General HOKANSON. So, Senator, we received that request recently. I know it's going through the Office of the Secretary of Defense right now to determine how that's going to be resourced going forward with the rescinding of the Declaration of National Emergency, a Title 10 authorization.

We're looking out for the guardsmen to potentially fill that but it may be Active component, but they're looking at all options right now, ma'am, but we know the current units that are scheduled there are to come home on the 30th of September. So we're making sure that we do this as quickly as possible to notify those forces so that there's no break in coverage.

Senator COLLINS. Given the 20-year high in the number of migrants crossing the border, it is evident that the Border Patrol agents simply, though they work so hard, are overwhelmed and really need assistance. So I hope that will be approved or that Active Duty forces will assist them.

Thank you.

General HOKANSON. Yes, Senator.

Senator TESTER. Senator Feinstein.

Senator FEINSTEIN. Thanks very much, Mr. Chairman.

My question is of you, General Hokanson, and I very much appreciate your highlighting the California National Guard's very heroic efforts battling wildfires.

Last year alone, four million acres in California burned, 10,000 structures were destroyed, 5,000 of them homes, 31 people lost their lives. So I am very interested in what the Guard can do to be helpful to us.

Do you have any suggestions that you might care to make?

General HOKANSON. Senator, thank you for the question, and thankfully there was a river between one of those fires and my parents' house.

Senator FEINSTEIN. Wow!

General HOKANSON. But when we look at the way we fight forest fires, we've really kind of taken the approach that we've learned

from hurricanes and this March was the first time we actually had a wild land firefighting symposium where we brought all the States together that fight forest fires along with the National Interagency Fire Center to take really a different approach because it's no longer a fire season. We start to call it a fire year now.

What we've tried to do is identify, particularly in California, Washington this year where aviation units may be deploying, and identifying States to make sure that they train their air crews so they can fill that gap in case there's a need in California or any of the States that fight wild land firefighting.

We're also looking at the ability when we look at some of our Title 32 Active, Guard, and Reserve personnel. Traditionally, they are only on for 72 hours under immediate response authority.

We're working on a policy which I should have completed by the end of the month to give adjutants general the ability to retain some of those personnel on an emergency basis to help support firefighting because it's absolutely critical our leaders are with them at all times.

Senator FEINSTEIN. I note that—first of all, thank you for that answer—that some 14 percent of the Guard members lack health insurance. It's my understanding that while on Active Duty orders for more than 30 days, guardsmen are eligible for military medical coverage. However, once their orders end or if members are activated for less than a month, they have fewer options.

Would this be something we might be able to do to be helpful and encourage people to remain in the Guard and serve as your Guard serves in California which is really top of the ladder?

General HOKANSON. Senator, that would be—that's my Number 1 legislative priority is to get premium free healthcare for all of our guardsmen.

When we look at the past year and what we asked them to do, particularly we did not know what a COVID environment would be like, we always want the family members and the service member to know that no matter what we ask them to do because we ask them to be ready at any time, that they're medically ready and if anything happens, if they're injured or sick before or after their duty, that they know that they're going to get the care they need to continue their civilian employment or their military employment.

One of the other things we're concerned of is when you go from orders, sometimes you have to change medical care from your civilian provider to Tricare and in some cases they'd have to find new medical providers, but by it being a standardized process and coverage, they could keep that same healthcare provider through all of it which we think is really important.

And lastly, ma'am, one of the things we've looked at is when we look at the number of soldiers and airmen that don't have healthcare coverage, if they have access to mental health care or counseling, if that might benefit the number of suicides that we have in our organization.

Senator FEINSTEIN. Well, thank you. I'd be very happy to work with you on that and I would suspect other members would, as well.

I'm a big fan of the Guards and when these wildfires come to California, we really see with great appreciation their service. So I want you to know that.

Thank you very much.

General HOKANSON. Thank you, ma'am.

Senator TESTER. Senator Murkowski.

Senator MURKOWSKI. Thank you, Mr. Chairman, and thank you all for being here this morning and for your service.

General Hokanson, I'd like to start with you, if I may. In recent conversations that I've had with Major General Sacks, he's the Alaska TAG, we were discussing the search and rescue mission there in Alaska and the 176 Wing located at JBER (Joint Base Elmendorf-Richardson). There are three rescue squadrons, you're familiar with them, which utilize the HH60 in their operations.

We're told that the HH60s belonging to the 176 have the highest operational tempo in the Air Force and the highest utilization rate. We know that the Wing needs some additional and some upgraded H60s to keep up with the mission demands and to support the growing focus the DOD (Department of Defense) has placed on the region, on the Arctic region.

The current plan to bed down additional aircraft in Alaska isn't targeted until 2026 and so you've got kind of a misalignment there, if you will, with the growth in mission requirements, the operational requirements, and the aging of the existing helicopters.

So can you update me? Are there options that exist to allow for perhaps a reprioritization of these assets, and then also is the utilization rate calculated into the decisionmaking process?

General HOKANSON. Yes, Senator, and so obviously as a former rescue pilot, I follow 176 very closely, and they do an incredible amount of rescues and—

Senator MURKOWSKI. They're amazing.

General HOKANSON [continuing]. Make a huge impact every day, and I'll be working with the Air Force. I'll make sure, Number 1, that we have no gap in coverage in terms of the number of aircraft there, but also ask that they take a look at, based on the operational tempo and the requirements, particularly unique to Alaska, especially as the Arctic begins to open more and there may be additional requirements for them in that area.

I know the future combat rescue helicopter, once that's online, our maintenance rates should go up on those, but between now and then, I think it's 2026, I'll continue to work with the Air Force to see if we can get reprioritization or additional aircraft to cover the gap.

Senator MURKOWSKI. Well, I appreciate your eyes on that and the fact that your background allows you to be intimately familiar with their mission. I appreciate that, but we are concerned about any potential for gap because what they do and what they provide is extraordinary unique and they truly are the best of the best there.

I appreciate your response to Senator Shelby here with regards to the Space Force. As you know, we currently have members of both the Guard and the Reserve in Alaska that are working to support the Space Force missions there in Alaska.

I understand that you've given a little bit of background in terms of the CBO score and the cost but know that we're certainly at the ready to do what we can to help with that very important mission.

Another question to you relating to suicide and mental health issues. This is something that I have paid particular attention to within this subcommittee, making sure that our service men and women and their families are cared for.

We all know that this past year has been tough on everybody and you couple the effects of the pandemic with the challenges that you have in certain areas, particularly remote assignments, like Alaska, but I don't know if you can speak to the statistics within the Guard, whether we've seen an increase in suicides this past year, and then what more we can be doing to provide those levels of support for mental health and behavioral health issues that may exist within the National Guard.

General HOKANSON. Senator, we actually watched this very closely over the past year and at the end of 2020, we were actually just one below our 10-year average, but, frankly, any one is devastating, not only to the family but also to the organization, and I actually stood up a Suicide Prevention Task Force to take a look at what we're doing across the entire National Guard.

Coming into today, we're about five below where we were last year at this time, but, once again, any single one of those is just a devastating impact to the entire organization.

One thing that we've done is we've looked at some additional programs and we have 27 pilots that we're running, pilot programs. We reached out to the 54 States and territories that they brought up as potential benefit to our service members, and one I'd like to highlight is called SPRING. It's the Suicide Prevention Readiness Initiative for the National Guard.

What it does is it takes existing data from every county in the United States and identifies potential risk factors and when they reach a certain level, the adjutants general and the commanders wit State can assess a region based on the things that are taking place within those counties and also hopefully preventively address that and provide additional training or counselors within that region to make sure that our service members know that there's opportunities for them to discuss any concerns they might have.

Senator MURKOWSKI. Appreciate that. Mr. Chairman, I think that's an interesting approach, recognizing that oftentimes these factors are community-based, regionally-based. So I look forward to knowing and understanding a little bit more.

Thank you.

Senator TESTER. Thank you.

I believe we have Senator Schatz virtually.

Senator SCHATZ. Thank you, Mr. Chairman.

Thank you to all of our panelists. I want to continue the line of questioning from Senator Murkowski regarding mental health access and suicide prevention.

You know, I think there's two issues. One is making sure that Guard members, while being deployed, don't feel stigmatized from accessing mental health services and the other is, to the extent that we're making progress in that area, in reducing stigma and encouraging everybody across our society to understand that men-

tal health is just health and that every Guard member ought to access those services, I worry a bit about the transition from deployment to regular life when they have access to all these great services and programs and initiatives that you've started up and then they're back to their regular life and may need continuing mental health services and that transition can be challenging.

So could you speak to both issues, the stigma issue and then how do we transition when someone's coming out of their deployment?

General HOKANSON. Yes, Senator. So when we look at the day-to-day, the stigmatism related to that, when folks come off deployment, they have the opportunity to meet with medical professionals on their way out and they can request help and they can also be aware of the services available to them and that extends for about 6 months post deployment.

Also, they do a periodic health assessment, which allows them to go online and fill out a lot of questions and having recently done it, they ask a lot of questions, if they have any mental health concerns, if they'd like to see someone, and they can do that really anonymously.

Now with respect to the enduring concern, this really goes back to my Number 1 priority legislatively and that is to pursue Tricare Reserve Select for all of our guardsmen where they don't pay for any principal related to that.

The key there is that way, it's always available to them because you never know when you're going to need it because your life situation can change at any time, but knowing that they can get mental healthcare or see a counselor, I think is something that we don't know the benefits of but I believe it certainly will help.

Senator SCHATZ. Thank you, General, and you certainly have my support for that very important legislative initiative.

Moving on to the Asia Pacific Region, you know, I have talked to Indo PACOM commanders or ambassadors in the region. Everybody loves the State Partnership Program. So I'm wondering if you could just help us to understand how we can use the State Partnership Program to support Indo PACOM Pacific deterrence initiative.

General HOKANSON. Yes, sir. So when you look at the National Guards, over 20 percent of the entire Joint Force and specifically to the Indo PACOM Region, we have 13 state partnerships. In fact, as the adjutant general of Oregon, I had state partnerships with both Bangladesh and Vietnam, and the great asset that it provides to the Indo PACOM commander is we're fully integrated into their theater security cooperation plan and these enduring relationships that we've built with these countries also is an additional U.S. presence but also gives us many times the opportunity to counter some of the messaging that they receive from China and other countries.

So I think it's absolutely critical we continue that and we're in close coordination with Indo PACOM to help in any way we can with their Pacific Defense Initiative.

Senator SCHATZ. One final question. You know, we lose some time obviously during COVID as everybody did with partners and just wondering how we're specifically focusing on relationships that were maybe tenuous but being built and then COVID interrupted

that relationship-building in the context of the State Partnership Program.

Are there particular countries that we're sort of anxious to get moving again in terms of our partnerships with?

General HOKANSON. Yes, Senator, and, in fact, I would say we're pretty anxious to get back with all of them as quickly as we can.

The one thing that was nice is I think on both of our parts, our part and our state partners, we realized the limitations we had in terms of travel and so we're able to find virtual ways to connect with them, continue our relationships, but we're very much looking forward to the ability to travel to all of our state partners as soon as possible to continue to develop those relationships.

Senator SCHATZ. Thank you. On energy resilience, I just wanted to flag the President, as you know, issued an Executive Order establishing a Federal Clean Energy Standard. This may not have immediately been risen to your desk, but I'm going to submit a question for the record about the particular ways in which you're going to have to change your procurement process in order to comply with the President's Executive Order, but I'll submit that to you for a response for the record.

Thank you.

General HOKANSON. Thank you, Senator.

Senator TESTER. The Senior Senator from Kansas, Senator Moran.

Senator MORAN. Mr. Chairman, thank you for that recognition. Assuming that it has nothing to do with age, I appreciate it.

General Hokanson, there's a pilot program that was authorized in the NDAA (National Defense Authorization Act), in the fiscal year 2021 NDAA that would allow the testing and development of National Guard partnerships across state lines in regard to cybersecurity.

The opportunity was for the private sector to participate. In one State, the National Guard in that State then be able to assist other National Guards in another State in regard to training, preparation, response to a cybersecurity attack. I don't think it's necessary to say but something that's hugely important and front and center for all of us.

As you know, I think, the Kansas National Guard is home to some of our Nation's best cybersecurity operators and we also have a number of civilian stakeholders who are interested in assisting in that mission. So that pilot program has been authorized.

My question is if we provide you with proper funding, is the DOD prepared to pursue, make the assessments, tell us how that program might work, and do you foresee any roadblocks that would prevent the mission that is contemplated by this pilot program from being accomplished?

General HOKANSON. Yes, Senator. So I'm looking forward to seeing the end results of that, but what we've done internally is take a look at that, as well, and I really look at cyber in many ways like a hurricane. So we need additional truck companies to come down there and the same with cyber.

If we need additional cyber help through the EMAC (Emergency Management Assistance Compacts) process, we can move them State to State to provide that capability, and in some cases, they

don't even need to move. They can operate from their current location. So that's very important.

But I think to your point, a lot of our relationships with the civilian providers or companies that have, you know, exquisite experience and many of our guardsmen work for them and they bring that to their cyber jobs is absolutely critical, but when we look at the fact that we're literally, you know, at war every day on the cyber battlefield, it's important that our guardsmen are trained and up-to-date and they can respond wherever they're needed within their communities and that's where we look at the State Active Duty capabilities under the authority of the Governors to address issues within their State or request help from outside the State.

Senator MORAN. General, in my words, I would say that you're telling me, telling the committee that this has value, and in part it may be accomplished regardless of the outcome of the pilot program with the active participation of you and those on your team to accomplish it. Is that a fair assessment of your response?

General HOKANSON. Yes.

Senator MORAN. And you know of no roadblocks that I need to be pursuing to remove?

General HOKANSON. Sir, not at this time. We'll have to work specifically with each of the States because some of them have different laws that have to be followed, but we work very closely with the 54 to look at overarching policies that we can put across the entire organization to facilitate the need to address any issues within our communities.

Senator MORAN. Also, thank you for recognizing what really takes place in Wichita with our Red Team in the private sector who employs those Guard members and then that gives them the capability to devote significant attention and expertise to national security matters. I appreciate you knowing that.

Let me ask all our witnesses. DD-214 reform, one of the things we're trying to overcome is the tremendous burden that members of the military and their families encounter when they leave the service and my goal is to make it simple for National Guard and Reserve members to keep track of their records of deployment.

My question is would you support, do you support providing a comprehensive document of military service for the Reserve component similar to the DD-214?

General DANIELS. I'll say absolutely, yes, sir, we would very much welcome that so that it's easier for members, once they've served, to show that they have served and it's a universally-accepted document.

Senator MORAN. Has General Daniels received any criticism or disagreement from any of her colleagues?

[No response:]

Senator MORAN. Let the record show that all are in agreement.

My final question in my last 46 seconds, the Moms Leave Act. Last year a bill that I authored authorized maternity leave for mothers in the Reserve component. That bill was signed into law.

Women in the Guard and Reserve across the United States are waiting for the department to implement this law so that they receive comparable support to their Active Duty counterparts.

Does the department require any clarifying language? Are there any challenges in getting this implemented so that those mothers, mothers-to-be and mothers that are currently in that circumstance can receive the benefits of this legislation?

General HOKANSON. Senator, I would say we're working very closely with OSD (Office of the Secretary of Defense) on implementation guidance and we think this is absolutely the right thing to do for our reservists to be treated exactly like their Active counterparts, and it's an acknowledgement that we need to recognize their service and adjust accordingly.

Senator MORAN. Anyone else have a response?

General SCOBEE. Senator Moran, it's Rich Scobee here at the end of the table from the Air Force Reserve.

We are in lockstep with what General Hokanson just talked about. In fact, the Reserve chiefs met last week to discuss this very issue and so as the department determines how this is going to be fleshed out across the board, they are working hard with our elected officials to ensure that we get this Act.

Any barrier that we have to anybody being able to serve within our commands is extremely important that we get through and that's what we're working on.

Senator MORAN. Thank you. General Daniels.

General DANIELS. As stated, we did talk just like 3 days ago about this very matter. So this is high on our list of implementation actions.

Senator MORAN. Thank you. It might be hypocritical for me to complain about the length of time it's taking for implementation because it took a significant amount of time to get it passed through Congress, but it is important and timeliness does matter.

Thank you all.

Senator TESTER. Senator Shaheen.

Senator SHAHEEN. Thank you very much, Mr. Chairman, and thank you to each of you for your service to this country and for your testimony this morning.

General Hokanson, I want to begin with you and actually I should say I should start by echoing the remarks of the Chairman and so many of my colleagues with thanks to the Guard for all of their extraordinary efforts over the last year as we have battled COVID.

In New Hampshire we could not have done it without the National Guard, and they have been on consistent deployment now for over 400 days. So I think it's imperative for all of us to thank everyone for what they have done. It has made a huge difference. So thank you very much.

I want to go back to Senator Collins' questions about the KC-135s because, as you're aware, the 157th Air Refueling Wing at Pease was the first National Guard Base to get the KC-46s and we were so excited about that. We said good-bye to our last KC-135 with the anticipation that we would get those 46s and they have come in and now we're the first Guard base to get all of our component of the tankers and we can't use them and it's really frustrating and I know you all share in that frustration.

But there were serious concerns voiced last year about the retirement of our legacy tankers because of the delays in getting the

KC-46s operational and, in fact, in the fiscal year 2021 NDAA, we restricted divestment of the KC-10 and KC-135s.

Now I understand that the President's budget has been released or at least the outline and it states that retiring legacy systems should be a priority for the Defense budget this year.

Do you agree with that position and perhaps I should ask, General?

General HOKANSON. Thank you, Senator. So when I look at the—obviously we do need to modernize, but we also must retain the capability and capacity that our Nation needs. So in some cases, although we have legacy systems, until they're modernized, I think it's important that we continue to retain like the KC-135 to meet all the requirements of our Nation.

Senator SHAHEEN. General Scobee, do you agree with that?

General SCOBEE. Senator Shaheen, I appreciate that question very much.

It is vital that the Air Force is able to project power across the world. The KC-46 is the linchpin in that. As General Hokanson said, he's exactly right, we are trying to balance the new equipment we bring in with modernizing the KC-135 and those two air frames are going to be what take us into the future.

Having had the opportunity to fly the KC-46, two things I was able to take from that. One is I'm not as good of a pilot as I used to be, and the other thing is, is that it's an incredibly capable machine and I know that General Van Ovost at AMC (Air Mobility Command) is going to make sure that we get all the capabilities out of that we can, and it is also fielding the Air Force Reserve now. So my confidence is high we are on the right path forward.

Senator SHAHEEN. Well, thank you. I've had a chance to fly on it, as well, as a passenger and was very impressed with the potential, and I guess that adds to the frustration around it.

Now I understand that the 46s would be able to perform other missions and particularly aeromedical missions are on that list and that makes our Guard in New Hampshire very excited, but one of the challenges to actually doing those missions if a new problem that's come up and we don't talk about that as much as we do the remote vision systems, but the air transportable galley lavatories, basically the bathrooms, the ATGLs (Air Transportable Galley-Lavatory) are now a problem that I guess we're going to have trouble flying some of those missions until that gets fixed.

Do you have any sense, General Hokanson, when that's going to happen and what I can tell the 157th in New Hampshire about when they might be able to fly those missions?

General HOKANSON. Ma'am, I do not, but we can certainly get back to you on the exact dates until that's resolved.

Senator SHAHEEN. Thank you. Also a question for Boeing as we see this come up, when we didn't realize—we thought we had nailed down the other issues with the tanker and this has become a new problem. So thank you. I would appreciate knowing more about that.

I have a final question for you, General Hokanson, because one of the challenges that—and I guess, General Daniels, this is a concern for you, as well.

One of the challenges our Guard has in New Hampshire is with the age of some of our facilities. They are decades-old and replacing those has been costly. The State doesn't have the funds to do that at this point.

So can you talk about how important it is for us to replace some of those facilities so that our Guard and Reserve are prepared when they're called up?

General HOKANSON. Yes, Senator. If you look within the National Guard, 26 percent of our facilities are over 60 years old and I know I've worked with General Mikolaities on the State not having to have a match, especially during the COVID environment, but it's absolutely critical and this really goes back to the climate.

If you look at how inefficient so many of our facilities are and everything that we build new or replace, we make sure it's modernized and it's more efficient, so it reduces the energy to offer those.

But also if you look at the armories, these were built in the '50s and '60s and back then, an infantryman could put everything in a wall locker and that's not the case anymore. There's significant equipment requirements and security requirements.

So any additional funding we can get, we always put to good use.

Senator SHAHEEN. Thank you. Do you want to add to that, General?

General DANIELS. We're in a very similar situation. We're funded at about 86 percent of our requirements and we continue to do the best we can with the resources that we've got and we continue to look for modernization and efficiencies wherever possible.

Senator SHAHEEN. Thank you both.

Mr. Chairman, I know I'm out of time, but I would suggest that as we're thinking about any infrastructure package, thinking about how we can support our Guard around the country would be an important piece of that.

Thank you all.

Senator TESTER. Senator Hoeven.

Senator HOEVEN. Thank you, Mr. Chairman.

General Hokanson, thank you for visiting with me earlier, appreciate it, and I want to begin by talking about the MQ-1C Gray Eagle. That's important equipment for Active Duty Army. As a matter of fact, the Gray Eagle, they operate all across of their combat aviation brigades, and so given that the Army National Guard is expected to deploy and fight alongside the Active Duty counterparts, it seems to me it would be very important that you have the Gray Eagle, as well, for your soldiers and that you are trained on it, and so I would ask your opinion and do you support fielding the MQ-1C Gray Eagle for the Army National Guard?

General HOKANSON. Yes, sir, and we look at the Army National Guard divisions. So there's 10 Active Duty divisions and we're now forming eight National Guard divisions and that capability currently resides in the combat aviation brigades on Active Duty.

I want to make sure that our National Guard is equipped and looks just like the Active component and so if they have Gray Eagles in their combat aviation brigades, I would strongly advocate for the same capability within the National Guard so that our units are interoperable and we have the same capabilities in each of our divisions.

Senator HOEVEN. So what steps need to be taken to accomplish that?

General HOKANSON. Sir, I believe the Army would need to be resourced because, as we brought the eight additional Guard divisions on, those capabilities, like DFARS (Defense Acquisition Regulations System) and other organizations, are being stood up in the National Guard right now, so that we have the same and look the same.

Senator HOEVEN. Also, I want to ask about the MQ-9 Reaper. Our Air Guard flies that, the Happy Hooligans, in Fargo, and they were one of the very first Guard units to get that mission, originally Predator, now Reaper, and they've been flying it continuously ever since.

We're building a new operations facility which is good, but we're flying the Block 1 MQ-9, and we need to get to the Block 5, and so we worked to authorize and fund 16 of the new aircraft for this fiscal year. We'll continue to work to do that, but I would like, you know, your assurances that for Guard units like ours that they will transition in a timely way from the Block 1 to the Block 5.

General HOKANSON. Yes, sir, and I believe they're scheduled to convert in 2024, about the same time as the facilities will be completed, and obviously, sir, if there's any opportunity to speed up, we'll work with the Air Force to do that, but I know Currently the plan is in fiscal year 2024.

Senator HOEVEN. Appreciate that. My next, I guess, question relates to tuition assistance. A huge tool for recruiting and retention for the Guard and all Reserve units is making sure that the educational benefit is there, both the Federal tuition assistance and the G.I. Bill educational benefit, and I have put in legislation with Senator Pat Leahy to make sure that the Guard and all Reserve components can use both because you need it for recruitment to get these—I mean, your business is a high-tech business that calls for certainly capable people physically but they have to be super sharp now in terms of using all the technology, you know, to stay ahead of our adversaries. So our legislation would make sure that all Guard and all Reserve components could use both.

Now good news is that the DOD has said yes, we're going to do that. So tell me where are we in getting that done and getting it out to our soldiers, our men and women in uniform.

General HOKANSON. Yes, sir. So within the Army National Guard, we've got it out and we've had that capability previously.

Within the Air National Guard, we've had to fund that and currently we have 14 States that are doing that, but based on the success of that program, we are now funding within the Air National Guard eight additional States every year until we get all 54, but, sir, as you mentioned, it's an incredible benefit to our guardsmen.

Senator HOEVEN. It really is, and I would welcome comments from any of the others on that and the Tricare Reserve Select benefit is something that we have to have out there for Guard and Reserve, as well, starting with you, General Hokanson, and then General Scobee and anyone else that wants to weigh in on either of those, the education or healthcare benefit.

General HOKANSON. Yes, sir. As I mentioned, that's my Number 1 legislation priority. It's a benefit not only just to the medical

readiness of the organization but to the family members and also it's a benefit to the employer knowing that if they employ a guardsman, they have their own healthcare.

Also, we talked about potentially benefits when it comes to suicide prevention by having mental health readily available as well as counseling.

Senator HOEVEN. General Scobee.

General SCOBEE. Senator Hoeven, exactly right. General Hokanson has explained it correctly. What I would really tell you from a Reserve perspective, this is a new benefit that we have on the education piece, and we're very thankful that you started that and that the Department of Defense has followed through with what we wanted for our airmen.

Our airmen now are so much better than they were in the past as far as education, high-tech, and the things that we've been able to do over the last few decades. We really need these benefits because it attracts and retains the airmen that we need.

And then as you talked about, Tricare Reserve Select, we are extremely thankful for that benefit. Right now, it's scheduled to take place in 2030. We'd like to move that up sooner, if able, but the ability for our airmen not to have lapses in coverage is exactly what we've been talking about up here as a group is to ensure that we have all the medical benefits that should be allowed for our members to use, especially when it comes to mental illness or anything that would happen to them and when they are activated.

Thank you.

Senator HOEVEN. I know I'm over my time, Mr. Chairman. Just any other thoughts that—

General SCOBEE. Senator, I'd offer just a slightly different perspective. I think all of these benefits are welcome by all the service chiefs and they're of great use and utility to our force, our future force.

The problem becomes if you look in the lens of future resourcing. Our obligation is to train these young warriors to be prepared for the next fight and if we push all of our resourcing into education and health benefits, which are exceptional, where are we aggregating risk if we're cutting into the resources that we really have to use which is preparing them for war?

There's a fine balance here. If there's one pie to slice from, we have to look at where we're taking those slices from and then consider the actual risk to the human beings that we're trusted to safeguard.

Thank you.

Senator HOEVEN. Appreciate that. Thank you, Mr. Chairman.

Senator TESTER. Senator Baldwin virtually.

Senator BALDWIN. Thank you, Mr. Chairman.

General Hokanson, as we discussed recently, I wrote to the DOD Inspector General late last year concerned that not all Guard members were protected as whistleblowers due to the Inspector General's interpretation of military whistle-blower protection statutes.

The IG (Inspector General) wrote back last month saying that it would begin expanding whistleblower protections to Guard members operating under Title 32 status. This is a welcomed updated,

but I really believe that all members of the Guard should be protected, regardless of duty status.

Further, I do not believe it was Congress's intent in passing military whistleblower protections to have these protections be dependent on a specific duty status instead of simply tied to being a member of the Armed Forces in general.

In Wisconsin, because of brave whistleblowers, the National Guard Bureau's Office of Complex Investigations uncovered a history of reprisal, retaliation, and command-initiated investigations that were out of line with DOD sexual assault prevention policy. We have to ensure that these types of whistleblowers are protected from reprisal.

So can you discuss the importance of ensuring that whistleblower protections include all Guard personnel, and do you support a change in definition of "member of the Armed Forces" that would ensure whistleblower protections for all members of the Guard?

General HOKANSON. Yes, Senator. So when we look at the intent of that policy, our key is to work with the 54 adjutants general and their States to make sure that they follow the intent of that policy unique to their State and so we will look very closely with them and work with the adjutants general as those are the ones that would implement that to make sure that we have a policy that covers all of our Guard members based on their service.

Senator BALDWIN. Thank you. General Hokanson, can you explain a little about how the Office of Complex Investigations works? For example, how are cases assigned, how are investigators trained, and how does OCI (Office of Complex Investigations) decide which sexual assault cases it investigates?

General HOKANSON. Yes, Senator, and thank you for the opportunity to talk about this.

So when we look at our Office of Complex Investigations, because 95 percent of what we do operates in the Title 32 or in the State status, the majority of time we're not under Title 10 and so we rely on our local law enforcement and local prosecutors to address serious events, specifically sexual assault, and in cases where the local law enforcement may not take the case, we have created an administrative review under our Office of Complex Investigation.

In that case, the victim or the adjutant general can ask for the OCI to come into their State and conduct an investigation, administrative, and make recommendations to the chain of command and so what that allows us to do is to take a look at some cases that may not be accepted or may not meet the criteria of local law enforcement and it gives us an avenue to address those issues.

When we look at where we are today, traditionally we had about 18 to 24. Shortly after becoming the Chief of the National Guard Bureau, I reached out to the 54. We were able to get 32 trained investigators right now. We also separated it from our General Counsel and is independently and is now led by a general officer with legal background in a civilian career who General Walker is doing some incredible work making sure that we look at all of the new cases but also the backlogs.

The key is we're trying to get the older ones done as quickly as possible so that we can get current and reduce the timeframe from

when it's reported until that adjutant general receives a completed report.

Senator BALDWIN. Does the Office of Complex Investigations have enough investigators to investigate every case sent to it from the States at the current staffing level?

General HOKANSON. Senator, we could always use more resources. For us, it's finding qualified personnel across the organization that have the time to do this or could leave their civilian career to do this. So we could obviously always use more, but it's a fine line between that and those capable to do it that are volunteering to do it.

Senator BALDWIN. Yes. How many investigators would the Office of Complex Investigations need to keep current and what funding or other assistance from Congress could help you get there?

General HOKANSON. So, Senator, I know we have 32 today and General Walker recently came onboard. He's doing a complete review of the entire organization. So if you don't mind, I would prefer to get back to you directly from him because I know he's looking at the caseload and the number of folks he would need and the exact resources.

Senator BALDWIN. I appreciate that and will look forward to that information.

Let me add on to that. What would the National Guard Bureau require in order to have the Office of Complex Investigations do, say, top-down reviews for each Guard unit on a rotational basis or as a matter of routine in order to ensure that their sexual assault policies are in line with Federal law?

General HOKANSON. Yes, Senator, I'll defer to General Walker and I'll get his specifics there, but I know this is something that we work with our 54 adjutants general to make sure that they're following the policies directed by each of the services and that they meet those requirements and that we review them to make sure that they have the personnel assigned to the areas where they're supposed to be and also to make sure they're trained and one thing this has brought up is the availability of school seats.

Also, the unique environment the national guardsmen operate in since 95 percent of our time is in a Title 32 status and so we're actually right now exploring the potential of creating our own schoolhouse to really take the best of what the Army and the Air Force does but also train to the unique environment the National Guard operates in.

Senator TESTER. Thank you, Senator Baldwin.

Senator BALDWIN. Appreciate that. Thank you, Mr. Chairman.

Senator TESTER. Yes. Thank you, Senator Baldwin.

Senator BOOZMAN.

Senator BOOZMAN. Thank you, Mr. Chairman, and thank you all for being here.

I also want to echo the great job that the Guard and Reserve did during COVID. Just last week, the Arkansas National Guard concluded its 13-month mission to help distribute roughly 56 million pieces of PPE (Personal Protective Equipment) to our communities and medical facilities. I think that just illustrates what went on all over the country. So be sure and pat yourselves on the back and all of those that have worked so, so very hard.

Lieutenant General Daniels, I enjoyed our recent conversation hearing about your efforts to recruit and retain soldiers. The Army Reserve contains a significant amount of the Army's medical capabilities with many of your soldiers having civilian careers in various medical fields.

Can you walk us through your efforts with the Urban Augmentation Medical Task Forces and the role they are designed to play in combating COVID-19?

General DANIELS. Thank you, Senator.

We took a paper that had been written and within 48 hours created these Urban Augmentation Medical Task Forces of 85 medical professionals and within 2 weeks were then putting them up into the Northeast cities and places where those hospitals were under great stress to help provide some relief.

We were very careful and cautious where we pulled these individuals from so they were not hurting their local communities but were in a place that they could go and provide assistance to others.

We deployed 15 of those very early on and then later during the COVID response, we put another three out to the West Coast and we had another four on standby.

Senator BOOZMAN. Now that's a great story and in normal times that 48 hours would take months and months and months, maybe years. So thank you for your leadership and again, you know, making things happen.

General Hokanson, in your written testimony, you spoke about providing the necessary forces to meet Joint Force mission. You mentioned several Guard units that deploy overseas and the extensive training that is necessary for them to go. Locations, such as Fort Chaffee in Arkansas, have the capabilities to provide first-class alternate locations for units to train to meet the growing demand of Joint Force.

I guess the question is can you comment on the current readiness of the National Guard and do you have the necessary capacity needed to train those forces?

General HOKANSON. Yes, Senator. So when we look at the current readiness, even despite the COVID environment, we met every single one of our overseas deployment requirements and also we met every requirement from our Governors.

However, that did have an impact on us, particularly when you look at recruiting, the inability to meet face to face like we previously had, has caused a lot of innovative ways to get recruiting and retention and also training.

Now you train virtually and now we're to the point where, you know, with maintaining social distancing and all the other requirements, we're able to continue our training and also, in fact, it was the National Guard's 34th Armored Brigade Combat Team was the first one to go through a combat training center rotation in a COVID environment.

But, sir, aside from that, when we look at Fort Chaffee and a lot of our other training areas, it's absolutely critical that we maintain those so that we have the ability to train our guardsmen within their States or nearby because the amount of training space that we have and ranges is continually getting encroached upon.

Senator BOOZMAN. Right.

General HOKANSON. So it's important for us to retain every single one of those.

Senator BOOZMAN. Very good. General, in your written testimony you stated, "The National Guard is a lethal, cost-effective, dual-role operational force that provides strategic depth to the Army, Air Force, and Space Force, and responds to crisis in our homeland. Some estimates put that cost effectiveness of the Guard at 30 cents on the dollar."

Knowing that, would you say that the Guard funding request from the services have been adequate over the years, and then also how critical is the National Guard and Reserve equipment account funding to the continued operations of the Guard, particularly in domestic missions supporting the homeland?

General HOKANSON. So, sir, related to the last question with NGRE, the equipment account, it's absolutely critical to the modernization of the National Guard and I think all of our Reserve components.

Our services don't always have enough funding to modernize the entire organization and so that allows us to help supplement that, but also when we look at a lot of the critical dual-use capabilities, like I'll just use fire buckets as an example to fight forest fires, that allows us to do that, to purchase that equipment and maintain it in case our communities ever need it.

Senator BOOZMAN. Very good. Thank you, Mr. Chairman.

Senator TESTER. Thank you, Senator Boozman.

ADDITIONAL COMMITTEE QUESTIONS

We appreciate all your testimony here today. Senators may submit additional written questions and we ask you, if you receive those, to respond to those in a reasonable period of time.

[The following questions were not asked at the hearing, but were submitted to the Department for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO GENERAL DANIEL R. HOKANSON

QUESTIONS SUBMITTED BY SENATOR PATRICK LEAHY

Question. For each of the previous three fiscal years, I have supported additional funding through the appropriations process for a National Guard preventative mental health program executed by the Office of Warrior Resiliency and Fitness. Evidence shows that building resiliency in individuals before they experience stressful events enhances their ability to avoid or recover from post-traumatic stress. An essential part of the concept is to use data and analysis to build tailored prevention programs for behavioral health by state, region, and even individual.

What is your assessment of the progress made towards establishing a preventative program?

Answer. In November 2018, NGB published CNGBI 0300.01 to establish a Warrior Resilience and Fitness (WRF) Program, which created a framework to integrate prevention efforts across the States, Territories, and DC. In July 2019, NGB formally created the WRF Office which is organized under the J1 Directorate. There are currently three lines of effort including Innovation and Outreach, Program Implementation, and Prevention Integration. In 2019, NGB developed the Warrior Resilience and Fitness "Innovation Incubator" (WRFII) initiative which selects and pilots innovative State-level best practices that aim to enhance the readiness, wellness, and resilience of geographically dispersed members of the NG. We currently have 27 pilot programs being reviewed for broader implementation at State or National level. In addition, WRF is currently evaluating Secretary of Defense Immediate Action #3 (Establishing a Prevention Workforce) to analyze status, gaps, requirements, and opportunities of the National Guard prevention workforce.

Question. How often do you meet directly with the head of the program or other behavioral health specialists involved in the program on progress towards achieving the program's goals especially those related to developing analytic tools and tailored behavioral health training?

Answer. I have met with RADM Matthew Kleiman, the Chief of Warrior Resiliency and Fitness, on multiple occasions over the past year to discuss mental health resources, suicide prevention strategies, and the development of analytic tools to support the resiliency of the force. Additionally, RADM Kleiman leads our Suicide Prevention Task Force and in this role meets with the Vice Chief of the National Guard Bureau, Lt Gen Sasseville, approximately twice a month, and more as needed, to provide updates on our prevention efforts.

Question. What is the progress in providing analytic tools to help commanders tailor preventative programs for greater effectiveness?

Answer. NGB has partnered with the Office of the Secretary of Defense to leverage the Advana system to create a predictive analytics dashboard (SPRINGboard) that uses external social determinants of health data and internal DoD metrics to capture geographic risk and protective factors across the National Guard. Using machine learning, this tool can help analyze probable health outcomes and provide data-informed decisionmaking to leaders at all levels.

In June 2020, we began disseminating this tool to Behavioral Health leaders across the States, Territories, and District of Columbia. We are continuing to disseminate and expect this tool will be fully disseminated by December 2021. Of note, full implementation of the tool is dependent on a data-sharing agreement to get full access to Department of Defense data for National Guard members. By December 2021, we expect the data-sharing agreement to be in place.

Question. In what fiscal year do you anticipate programming for this critical function?

Answer. We requested programmed funding for WRF beginning in fiscal year 2023. I have included this program as a funding priority in the fiscal year 2023 funding priorities memorandum to the Secretary of Defense, Secretary of the Army, and Secretary of the Air Force.

Question. Since 2019, members of the National Guard have been called upon to perform more missions that at any time since the Second World War, many of them domestically, such as supporting local officials in coronavirus response and supporting local response to civil disturbances.

What is the amount and status of reimbursement for funds spent related to activities of members of the National Guard on orders pursuant to 32 USC 502(f)?

Answer. To date, Federal Emergency Management Agency (FEMA) issued reimbursement funding authority to the National Guard totals \$4.5B. Current obligations total over \$2.9B with \$1.6B billed. Ongoing reconciliation of funds received with obligations will result in bills or return of funding to FEMA.

In support of Capitol Response, the National Guard has obligated \$520.9M (\$450 million Army National Guard and \$71 million Air National Guard) from current year National Guard appropriations. To date, the National Guard has not received reimbursement for these expenditures and if the National Guard Bureau does not receive confirmation funds will be reimbursed by July 15, 2021, the National Guard Bureau must take fiscally prudent steps to prevent an Anti-Deficiency Act violation. These steps will include notifying the Adjutants General to cancel August and September Inactive Duty for Training (IDT) and all remaining Annual Trainings effective August 1, 2021.

Question. What is your assessment of improvements that could be made under policy or law to more smoothly place members of the National Guard on orders pursuant to 32 USC 502(f)?

Answer. Duty Status Reform would prove extremely helpful to smoothly place members of the National Guard on orders pursuant to 32 USC 502(f) and other reserve component mobilization authorities. The Administration is working with the Department of Defense to streamline mobilization authorities and potentially change benefits associated with mobilization authorities. The intent of Duty Status Reform is to enhance readiness with less disruptions to Service member pay and benefits. The earliest time that the Administration will provide Congress with a Reserve Duty Status proposal for consideration will be before the development of the fiscal year 2023 National Defense Authorization Act.

Question. In early 2020, I asked General Joseph Lengyel, then Chief of the National Guard Bureau, about items that would have been purchased to respond to a pandemic, if the National Guard Reserve and Equipment funds had not been transferred to pay for a border wall in the southwest.

What equipment and resources gaps currently exist that may curtail the Guard's ability to respond to pandemics or other public health crises?

Answer. The National Guard has not identified any resource gaps that may curtail the ability to respond to a public health crises. However, the National Guard did identify certain equipment gaps during the 2020 pandemic response. Equipment gaps included shortages of thermometers, hand sanitizer, and Personal Protective Equipment (PPE such as masks, gloves, and eye protection).

Since there is not a National Guard stockpile of PPE for a pandemic or disaster response, all on-hand stocks are limited in quantity and designed to support complex domestic chemical or radiological responses. The expectation is that all PPE requirements will be provided by the supported state, Federal agency or facility.

Question. What lessons have been learned about equipment needs for responding to pandemics or other public health crises?

Answer. There were several lessons learned about pandemic or other public health crises equipment needs, including M50 gas mask limitations, PPE for non-healthcare workers, and disinfection of respirators. The U.S. Army Medical Command, Office of The Surgeon General and NGB published guidance recommending M50s only as a last resort option for COVID-19 response, which also requires co-ordination through chain of command/designated POCs. Unit commanders and medical personnel need to be cognizant of the limitations of M50s when making PPE or disease spread control recommendations. For example, the M50 mask does not filter exhaled air.

Units should reference the DoD Force Health Protection Supp 7, CDC, and OSHA guidance. The Air Force Surgeon General has engaged in conversations specifically regarding PPE for Law Enforcement (LE) activities with known or suspected COVID-19 positive individuals. A small percentage of Security Forces Squadron (SFS) and some Office of Special Investigations operations include law enforcement activities. Close contact is primarily anticipated during arrests, booking, finger printing and DNA swabbing. It is recommended that law enforcement activities in SFS be granted access to elective use N95s. As it is difficult for the SFS community to determine when a particular defender may engage in LE activities, the enhanced PPE including N95s may be staged with first aid kits and leveraged when necessary.

The disinfection procedures for elastomeric full/half face respirators and powered air-purifying respirators following potential COVID-19 exposure and after common mask fit testing, should be conducted according to manufacturer recommendations using an EPA approved disinfectant. Masks should be immersed and cleaned with soap and disinfectant. Respirator wipes are not recommended.

QUESTIONS SUBMITTED BY SENATOR SUSAN M. COLLINS

Question. You said in your written testimony that the National Guard's State Partnership Program (SPP) "is a key pillar to the Department of Defense's focus on alliances and partnerships." That is absolutely correct. The Maine National Guard's longstanding partnership with Montenegro is an excellent example of SPP building capable, trusted, and interoperable military partners. The Maine Guard's work with Montenegro was crucial to the country's accession into NATO in 2017.

What are your top priorities for the State Partnership Program in fiscal year 22?

Answer. Thank you for your question regarding the State Partnership Program (SPP) and my priorities for the future of this critical program. Since the SPP started in 1993, all events and engagements have been designed to enhance the national security of the United States by building relationships with our Partner Nations.

I have four priorities for SPP. First, normalizing funding will enable NGB to more deliberately plan SPP training events and engagements, which would help strengthen existing alliances and partnerships through greater stabilization and predictability of funding. Second, NGB is working closely with OSD and the GCCs to build a strategic and deliberate process to best pair state National Guards with future partner nations. Third, it is important that NGB be able to provide a Bilateral Affairs Officer for each partnership due to their critical role in building and maintaining strong relationships with the partner nation and Embassy teams. Lastly, I'm prioritizing efforts to 'professionalize' our SPP force through our outstanding relationship with the Defense Security Cooperation Agency. This emphasis ensures the SPP workforce is trained and certified for their positions.

Question. The Maine Guard is currently seeking to partner with a new nation—the African Island nation Cabo Verde. I think this would be a great partnership, and many state and local institutions in Maine, including the University of Maine, have signed on to support the effort and provide their own unique knowledge. I wanted to highlight my support.

When do you expect a decision to be made?

Answer. The State Partnership Program pairing process is highly deliberative. After a comprehensive analysis and review with all stakeholders and the States, Territories, and the District of Columbia, NGB will send its recommendation to OSD by the end of August 2021.

QUESTIONS SUBMITTED BY SENATOR ROY BLUNT

THE 2-152 INFANTRY BATTALION TRANSFER FROM THE INDIANA NATIONAL GUARD TO THE MISSOURI NATIONAL GUARD

Question. General Hokanson, I, along with others of the Missouri Congressional Delegation, wrote to you last month to express our support for your decision to re-station the 2nd Battalion, 152nd Infantry Regiment with its 700 excellent National Guard men and women to the Missouri National Guard.

Once the execution timeline has been determined, we look forward to supporting the National Guard Bureau and the Missouri TAG, Major General Cumpton, to ensure this transfer is seamless and successful.

As you know the Missouri Army National Guard is well positioned to assume and incorporate this great and storied unit.

Also, I want to say thanks and look forward to continue working with you to complete the AVCRAD Phase 3B and 4 projects in Springfield, Missouri.

Please let us know if there is anything you need to support these two efforts. Answer Question 1:

Answer. Thank you for your support, we look forward to the opportunity to build an additional infantry battalion in Missouri and to continue efforts to improve Army aviation maintenance support provided in Springfield. General Cumpton has a great plan to incorporate these additional combat and aviation support capabilities into the Missouri Army National Guard.

THE ROLE OF C-130S

Question. General Hokanson, I would like to note my continued concerns about the Air Force's proposed reductions of C-130 Total Aircraft Inventory.

My understanding is that Air Force seeks to cut five flying squadrons as part of an effort to reduce the number of C-130s to approximately 255 planes over the next 5 years, with the majority of reduction coming from the Air National Guard.

I know a number of Senators, including many members of this committee, have articulated the detrimental impact of reducing our national airlift capacity.

Furthermore, the targeted reduction of Air National Guard C-130s would make it difficult—if not impossible—for the Guard to support routine training missions, as well as domestic operations to respond to emergencies and disasters.

If any proposed reductions come from within the Guard C-130 force structure, there will be a significant loss of domestic operations capabilities. As we have seen over the last several years, those domestic requirements are not letting up.

Please provide your perspective on the breadth and depth regarding the role our C-130s play in supporting the requirements of domestic operations.

Answer. Air National Guard (ANG) C-130s play an important part in supporting domestic operations. Since 2017, ANG C-130s have conducted 50 percent of all ANG airlift supporting domestic operations while simultaneously executing Federal operational requirements. These domestic operations include hurricanes Harvey, Irma, and Maria as well as responding to civil unrest operations in 2020 and Operation Capital Response (2021). Specifically regarding Operation Capitol Response, ANG C-130s flew 352 sorties, which transported 5,197 personnel and 481 tons of cargo. The ANG C-130s also constitutes 75 percent of all national wildland aerial firefighting capability with the Modular Airborne Fire Fighting System supporting the National Interagency Fire Center.

The Mobility Capability Requirements Study (MCRS) for NDAA 2020 is currently being conducted by United States Transportation Command. The MCRS will evaluate current operational plans to determine a level of intra-theater airlift required to balance force structure with operational risk. The ANG is awaiting the MCRS out-brief to determine the total force intra-theater airlift requirement for the Federal operational taskings. If a force structure reduction is recommended, the ANG wishes to discuss which component(s) will shoulder the reduction, given the dual role operations levied upon ANG C-130s for both Federal and domestic support.

THE FUTURE C-130 FORCE STRUCTURE AND THE 139TH AIRLIFT WING AT ROSECRANS AIR
NATIONAL GUARD BASE

Question. General Hokanson, while the Air Force and Air National Guard have indicated that there will be no reduction of C-130H aircraft at the 139th Airlift Wing at Rosecrans Air National Guard Base, I expressed in a letter last month to General Charles Brown, and Lieutenant General Michael Loh—and I want to express to you—my concerns should any optional course of action be considered.

As you know, the 139th Airlift Wing supports both the C-130 Weapons Instructor Course and the Advanced Airlift Tactics Training Center. The Air National Guard acknowledged that two C-130s at Rosecrans supporting the Weapons Instructor Course mission were improperly coded as Backup Aircraft Inventory. If the 139th were to lose one of these aircraft, it would lose its ability to conduct these unique and necessary training missions that support the broader Air Force enterprise.

I would appreciate your commitment to ensuring the Air National Guard correctly recodes these aircraft, and confirming your commitment to preserving the vital mission of the 139th Air Wing mission.

Answer. The men and women of the 139th Airlift Wing (AW) make significant contributions to the tactical airlift mission and our Nation's defense. We understand your interest in preserving the C-130H aircraft currently based in Missouri.

We recognize the challenges the 139 AW faces as host to the C-130H Weapons Instructor Course (WIC) and Advanced Airlift Tactics Training Center (AATTC). The 139 AW has the appropriate resources to execute these missions while continuing to perform its operational mission and meet the training needs of assigned aircrew. The Program Change Request (PCR) mentioned is being coordinated through standard Air Force procedures and will be considered once all applicable stakeholders have had a chance to provide input.

We value all ANG C-130 units and, as such, use objective, analytical data when making force structure decisions. We intend to retain ANG C-130H/J tactical airlift aircraft that contribute to missions, including Defense Support to Civil Authorities and other domestic operations. The ANG has a plan to meet the fiscal year 2021 force reduction by divesting aircraft from the C-130H Formal Training Unit (FTU). The 139 AW is not impacted by these fiscal year 2021 force structure reductions.

The Department faces a number of tough choices each budget cycle. Our data-driven analysis seeks to balance risk across the Total Force and our core missions, grounded in guidance defined by the National Defense Strategy. Divestment of legacy C-130H aircraft will allow investment in new tactical airlift capabilities to meet demands posed by the future spectrum of conflict and will enable the Joint Force to project combat power into highly-contested environments.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL RICHARD W. SCOBEE

QUESTIONS SUBMITTED BY SENATOR ROY BLUNT

THE ENDURING MISSION OF THE A-10 AND THE 442ND FIGHTER WING AT WHITEMAN AIR
FORCE BASE

Question. Lieutenant General Scobee, Senator Kelly and I recently introduced a resolution in support and recognition of the A-10. I'm pleased that we have made great progress with the support of this committee to ensure our aircraft at the 442nd Fighter Wing and across the A-10 enterprise are modernized.

The 442nd is an incredible source of fighter pilot experience in close air support and search and rescue, in addition to enjoying access to air space and training ranges, first-class facilities, and lack of encroachment at Whiteman Air Force Base.

As we look into the out-years, I look forward to working with you to position the 442nd for an enduring mission beyond the operational life expectancy of the A-10. Please let us know if there is anything you need to support this effort.

Answer. The A-10 remains a valuable asset for close air support and I thank you for your continued advocacy to ensure these aircraft remain combat effective.

While acquiring new platforms will enhance our capabilities, the Air Force Reserve will continue to rely on many of the proven platforms currently in our inventory such as the A-10. This necessitates aircraft modernization and system upgrades, which will provide the capabilities needed for the future fight and ensure survivability if operating in a contested environment.

Necessary A-10 enhancements include the installation of upgraded mission computers, Helmet-Mounted Targeting, Anti-Jam Global Positioning System equipment, and missile warning systems, which will provide enhanced threat awareness and weapons delivery capabilities in contested environments.

In 2022, the Department of the Air Force is looking to begin a slight reduction in the A-10 fleet and then reapply the resources, including manpower, to capabilities needed to counter future peer threats. However, this decrease will not impact the Air Force Reserve's A-10s and the Department of the Air Force is committed to extending the A-10's service life on our retained aircraft.

When it comes to modernization and equipment parity, the funding provided by Congress via the National Guard and Reserve Equipment Appropriation is vital. NGREA enables us to modernize equipment, sustain our capability, and replace obsolete equipment to maintain parity with the Active Component when recapitalization is not feasible. Parity is critical to seamless Total Force Integration. We remain grateful for these appropriations, and cannot overemphasize how essential they are to our readiness. I appreciate your support for NGREA now and in the future.

I wholeheartedly agree with your assessment of the 442nd, they are a premier source of combat-ready Airmen and I am extremely proud of the work they do every day in defense of our Nation. The Air Force Reserve looks forward to maintaining our presence at Whiteman Air Force Base for years to come.

SUBCOMMITTEE RECESS

Senator TESTER. The next Defense Subcommittee will reconvene on Wednesday, May 26, at 10 a.m., for a Closed Hearing on Intelligence Committee. On the housekeeping front, the hearing after the next one because it will be a closed hearing. So this won't apply.

But we will ask questions on this committee based on seniority and who is physically present. After those questions have been asked, then we'll go off of seniority virtually.

So that's a little change in process, but we've got some direction from the CDC (Centers for Disease Control and Prevention) now that I think will help encourage folks to be here in person.

So with that, thank you all very much, and this committee is adjourned.

[Whereupon, at 11:43 a.m., Tuesday, May 18, the subcommittee was recessed, to reconvene subject to the call of the Chair.]